ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

STATUTORY FUNCTIONS COMMITTEE

DATE: Wednesday 22 August 2018
TIME: 2:00 - 2:30pm
VENUE: Boardroom
GMCA Offices
Churchgate House
56 Oxford Street
Manchester
M1 6EU

AGENDA

ANNUAL GENERAL MEETING

1. APOLOGIES

2. MEMBERSHIP OF THE COMMITTEE

To note the membership of the Statutory Functions Committee as agreed by the AGMA Executive Board on 29 June 2018.

<table>
<thead>
<tr>
<th>District</th>
<th>Member</th>
<th>Substitute Member</th>
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<tbody>
<tr>
<td>Bolton</td>
<td>Akhtar Zaman (Lab)</td>
<td>Anne-Marie Watters (Lab)</td>
</tr>
<tr>
<td>Bury</td>
<td>Joan Grimshaw (Lab)</td>
<td>Vacancy</td>
</tr>
<tr>
<td>Manchester</td>
<td>Bernard Stone (Lab)</td>
<td>Vacancy</td>
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<tr>
<td>Oldham</td>
<td>Norman Briggs (Lab)</td>
<td>Adrian Alexander (Lab)</td>
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<tr>
<td>Rochdale</td>
<td>Janet Emsley (Lab)</td>
<td>Daniel Meredith (Lab)</td>
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<tr>
<td>Salford</td>
<td>Stephen Coen (Lab)</td>
<td>Jane Hamilton (Lab)</td>
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<tr>
<td>Stockport</td>
<td>Tom McGee (Lab)</td>
<td>Wendy Wild (Lab)</td>
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<tr>
<td>Tameside</td>
<td>Leanne Feeley (Lab)</td>
<td>Vacancy</td>
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<tr>
<td>Trafford</td>
<td>Laurence Walsh (Lab)</td>
<td>Mike Freeman (Lab)</td>
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<tr>
<td>Wigan</td>
<td>Nazia Rehman (Lab)</td>
<td>Bill Clarke (Lab)</td>
</tr>
</tbody>
</table>

3. APPOINTMENT OF CHAIR AND VICE CHAIR 2018/19

4. DRAFT TERMS OF REFERENCE

For comment and recommendation to the AGMA Executive Board at their meeting scheduled for 30th November 2018.

5. FUTURE MEETING DATES

Meetings to be held on the same date as the Greater Manchester Culture and Social Impact Fund Committee meeting.
6. APOLOGIES

7. CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS

8. DECLARATIONS OF INTEREST – attached

   To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the GMIST officer at the start of the meeting.

9. MINUTES OF THE MEETING HELD ON 20 DECEMBER 2017 - attached

   To consider the approval of the minutes of the meeting held on 20 December 2017.

10. AGMA GRANTS PROGRAMME: YEAR 3 - 2017/18 PERFORMANCE - attached

    Report of Donna Hall, GMCA Portfolio Chief Executive for Culture, Arts and Leisure.

11. GREATER MANCHESTER COUNTY RECORDS OFFICE AND GREATER MANCHESTER ARCHIVES AND LOCAL STUDIES PARTNERSHIP - attached

    Report of Philip Cooke, Citywide Reform Services Manager, Manchester City Council and Neil MacInnes, Head of Libraries, Information & Archives, Manchester City Council.

12. GREATER MANCHESTER DISASTER RELIEF FUND 2017-18 ANNUAL REPORT
    - attached

    Report of Forever Manchester, to note.
AGMA STATUTORY FUNCTIONS COMMITTEE

DRAFT TERMS OF REFERENCE

1. The Statutory Functions Committee (SFC) is a sub-committee of the Association of Greater Manchester Authorities (AGMA) Executive Board which discharges various functions in accordance with section 48 of the Local Government Act 1985 and the AGMA Constitution.

2. The Committee has one Member representative from each of the ten constituent Local Authorities. These representatives are nominated by each individual Authority and appointed by AGMA.

3. The areas covered by the SFC are:
   - GM County Records
   - Greater Manchester Archives and Local Studies Partnership
   - GM Disaster Relief Fund

4. The quorum of the SFC will be two thirds of participating parties for any particular function that is under discussion. The SFC will meet at least twice a year with additional meetings as required.

5. The SFC will receive reports from the Greater Manchester County Record Office and Greater Manchester Archives and Local Studies Partnership.

6. The SFC will receive and note an annual report in respect of the Greater Manchester Disaster Relief Fund outlining the allocation of grants made via the Fund.

7. The Chair of the SFC can call an Emergency Sub Committee meeting (consisting of the Chair, Vice Chair and one other minority Member) if any urgent decision is required.

8. Any decisions made by the Emergency Sub Committee will then be brought back to the next full Committee meeting.

9. The Committee has nominated deputies for each Member who may deputise at SFC and, in their absence, vote on his/her behalf.
AGMA STATUTORY FUNCTIONS COMMITTEE

Background and Structure

Greater Manchester County Record Office

AGMA funds units, based in various locations across Greater Manchester, which cover a range of functions where joint provision benefits the ten Greater Manchester district authorities.

The Greater Manchester County Record Office (GMCRO) is operated by Manchester City Council’s (MCC) Libraries, Information and Archives on behalf of the Association of Greater Manchester Authorities (AGMA). Since 1986 GMCRO has since been funded by annual contributions from participating districts and other joint AGMA authorities (excluding Stockport).

GMCRO houses 4 miles of archives and seeks to:

- identify, collect, preserve, and promote the widest possible public access to the documentary heritage of Greater Manchester in accordance with the statutory requirement of the Public Records Act 1958 and 1967, the Local Government (Records) Act 1962 and the Local Government Act 1972

- GMCRO also provides a range of services for the districts including conservation, preservation management, digitisation, digital preservation, staff development and training for volunteers

- GMCRO reports to the AGMA Statutory Functions Committee.

Greater Manchester Archives and Local Studies Partnership

Archives and local studies services in Greater Manchester provide invaluable access to the documented past of the City Region. In addition, there are excellent examples of how archives and local studies are actively engaged with communities in order to contribute to their councils’ priorities. Much of the strength of both the traditional and newer community engagement role is made possible by the services being located in the heart of their communities. The current level of funding for archive and local studies services is a very small part of a council’s budget.

Following a feasibility study the AGMA Statutory Functions Committee approved the creation of a formal Partnership to provide an over-arching strategy and development plan for the local authority archive and local studies services in Greater Manchester. The AGMA Statutory Function in July 2012 approved:

- The creation of an officer group to lead the work of the Greater Manchester Archives and Local Studies Partnership, reporting to the AGMA Statutory Functions Committee
- That the AGMA Statutory Functions Committee provide governance to the Greater Manchester Archives Partnership and to review the governance when the longer term vision and development plans are clear.
**Greater Manchester Disaster Relief Fund**

The Greater Manchester Disaster Relief Trust was established in 1978 following a major fire at a store in Central Manchester. Its primary purpose then was to relieve financial need, sickness or other disability arising from large scale disasters involving loss of life or injury to persons or property. Historically, the Trustees of the Fund were the Leaders of the 10 AGMA authorities.

However, following a review of the Fund in April 2009, the Community Foundation Greater Manchester (CFGM) - now Forever Manchester - took over the administration of the Fund on AGMA’s behalf. It was agreed as part of this arrangement that:

- a representative from the Committee be appointed to the Advisory Panel which was set up to consider applications
- CFGM/Forever Manchester to submit an annual report to the AGMA SFC outlining awards made from the Fund each year.
### AGMA Statutory Functions Committee on 22 August 2018

**Declaration of Councillor’s Interests in Items Appearing on the Agenda**

**NAME:** ______________________________

<table>
<thead>
<tr>
<th>Minute Item No. / Agenda Item No.</th>
<th>Nature of Interest</th>
<th>Type of Interest</th>
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MINUTES OF A MEETING OF THE GREATER MANCHESTER STATUTORY
FUNCTIONS COMMITTEE HELD ON 20 DECEMBER 2017
AT GREATER MANCHESTER COMBINED AUTHORITY

MEMBERS

Bolton MBC  Councillor Madeline Murray
Manchester CC  Councillor Bernard Stone
Oldham MBC  Councillor Adrian Alexander
Rochdale MBC  Councillor Janet Emsley
Salford CC  Councillor Ann-Marie Humphreys (Chair)
Stockport MBC  Councillor Tom McGee
Tameside MBC  Councillor Jackie Lane
Trafford MBC  Councillor Bernard Sharp
Wigan MBC  Councillor Carl Sweeney

OFFICERS IN ATTENDANCE

Bolton MBC  Julie Spencer
Manchester CC  Zoë William
Salford CC  Nick Thompson
Tameside MBC  Marie Holland
Wigan MBC  Mandy Kinder
AGMA Grants Unit  Jeremiah Hunt
County Record Office  Philip Cooke
GMCA  Julian Cox
Salford Community Leisure  Marie-Claire Daley

Alison Gordon
Jenny Hollamby
Nick Thompson
15/17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Judith Kelly (Bury) and Councillor Jackie Lane (Tameside).

Apologies for absence were also received from the following officers Philip Cooke (Manchester CC), Darren Grice (Rochdale MBC/Link4life), Peter Ashworth (Stockport MBC), Rupert Greenhalgh (GMCA), Emanuela Orsolic (GMCA), Kathy Oldham (Civil Contingencies), Kate Green (Civil Contingencies) and David Birch (GM ESIF Team).

16/17 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

There was no urgent business introduced by the Chair.

17/17 DECLARATIONS OF INTEREST

There were no declarations of interest received at the meeting.

18/17 MINUTES OF THE MEETING HELD ON 22 JULY 2017

Minutes of the meeting held on 22 July 2017 were submitted for consideration.

RESOLVED/-

That the minutes of the last meeting held on 22 July 2017 be approved as a correct record.

19/17 AGMA GRANTS PROGRAMME: MONITORING ARRANGEMENTS FOR 2015 TO 2018 PROGRAMME AND YEAR 2 2017/18 PERFORMANCE

Consideration was given to the report of the Chief Executive, Wigan Council presented by the Assistant Director of Business, Innovation and Enterprise Policy, GMCA that recapped on the second year of the 2015/18 AGMA Grants Programme with an update on the Manchester International Festival (MIF) performance and third year funding update.

The Assistant Director of Business, Innovation and Enterprise Policy, GMCA, provided a verbal update to accompany the report, which was noted as follows.

1. Appendix A of the report – AGMA Grant Client Performance Table 2016/17 had been updated to include the performance of the MIF. A breakdown of users by district for MIF was shown at Appendix B of the report.

2. 19 organisations had submitted year end forms. 17 had exceeded their targets, some very significantly. The Royal Exchange Theatre, Camerata, Link4Life and The Lowry had exceeded their targets by over 200%. The overachievements were partly due to the Royal Exchange Theatre achieving additional outputs and increased visitors for exhibitions and free events. For The Lowry, reasons included an increase in actual figures of digital events, which was a result of high profile
publicity and an increase in the number of artworks they delivered for public exhibition. For Camerata it was mainly due to a huge surge in their online audiences due to recording a PlayStation advertisement. For Link4Life this was mainly due to the overall success of programme delivery. Only two organisations were below target. People’s History Museum and M6 Theatre Company were below 10% underperformance. However, there was no cause for concern at this stage.

3. Based on the information received the S48 funding had helped the projects in delivering around £242 million of economic activity across Greater Manchester. This equated to approximately £133 million in gross value added (GVA) for the Greater Manchester economy this year.

4. Total funding provided via S48 funding was £3.31 million per annum, equivalent to around 7.5% of the 18 organisations’ annual turnover. Applying this percentage to the overall GVA estimate, £9.9 million in GVA contributions to the Greater Manchester economy in 2016/17 could be attributed to the funding from S48.

5. For every £1 of S48 funding, £3.00 was generated in economic value in the conurbation. In addition to this, the funding leverages significant money for the organisation from other sources, which might otherwise not be available.

6. Members asked and Officers agreed, to weave actual and virtual engagement into the monitoring requirements.

7. Officers advised that the MIF events held outside of the city centre were not included in the results.

8. A discussion took place about the MIF events held in places such as chip shops and how the organisations were thinking outside of the box to engage with the public. Measuring enrichment, wellbeing and social impacts was hard to undertake. However, Members recognised the benefits and feedback provided suggested that work was good value for money.

9. Members were supportive of the events. However, it was suggested that the locations of the events could have been more appropriate. Officers agreed to convey this message to MIF.

RESOLVED/-

That the updated performance of Year 2 of the 2015/18 programme be noted.

20/17 THE GREATER MANCHESTER CULTURAL PROGRAMME

Members considered the verbal update of the Assistant Director of Business, Innovation and Enterprise Policy, GMCA, the main points referred to were:

1. Members were thanked for their input especially into the design of the new programme.

2. An overwhelming amount of applications (87) had been received. More assessment time was required, all applicants had been informed. The new
assessment criteria had been used in the process. Consideration would now be
given at the GMCA meeting in January 2018. The funding level would be similar to
section 48, £3m per year.

3. A provisional list of high scoring projects and a list of potential projects to protect
previous S48 funding had been produced. A proposal was being considered by
strategic leaders seeking more funding to support a larger range of organisations.
As soon as this had been agreed, the committee would be provided with a list of
organisations.

4. In terms of the projects, a condition of the contract had been made for more work
with local arts officers. This was to ensure the organisations were working with
other aspects of the GM Mayor’s manifesto such as town of culture.

5. Governance arrangements were discussed. Officers proposed and Members
agreed that, should it be required, the Statutory Functions Committee would be a
sub-group of the Cultural Steering Group. The Cultural Steering Group would be
chaired by the Portfolio Lead, with oversight of the cultural strategy and policy
development. The cultural fund element would be delegated to the sub-group. The
overarching governance arrangement would be implemented in spring 2018, the
sub-group would be formed at a later date.

6. It was suggested that monitoring was not consistent in the last scheme. Officers
advised that more benchmarking would be undertaken to capture additional
information. Monitoring arrangements had been to fair and not too excessive for
small organisations. Consideration would be given to the qualitative impact of
organisations as well as measurable targets.

RESOLVED/-
That Committee noted the updated and agreed the proposed governance
arrangements.

2117 GREATER MANCHESTER COUNTY RECORDS OFFICE AND GM
ARCHIVES AND LOCAL STUDIES PARTNERSHIP

The Committee received a report informing the Committee of the progress of
Archives+ and the Greater Manchester Archives and Partnership.

It was advised that a fuller report would be considered at the summer 2018 meeting.
However, Members requested that they be provided with an interim report.

The Chair highlighted the excellent recent volunteers evening event that recognised
people’s effort. The volunteers were pleased they had been recognised and rewarded.

RESOLVED/-
That the report be noted.
STATUTORY FUNCTIONS COMMITTEE

Date: 22nd August 2018

Subject: AGMA Grants Programme:-
Year 3, 2017/18 programme performance and impact of 2015 to 2018 programme

Report of: Donna Hall, Chief Executive, Wigan Council

PURPOSE OF REPORT

To provide feedback on the final year of S48 funding and to report impact of the 2015/18 programme.

RECOMMENDATIONS:

SFC is asked to:-

• Note the impact of the AGMA Grants programme for the year 2017/18 and over the full three year 2015/18 programme.

CONTACT OFFICERS:

Alison Gordon
Assistant Director of Business, Innovation and Enterprise Policy (GMCA)
0161 234 3181 Alison.Gordon@greatermanchester-ca.gov.uk?

Mark Duncan
Strategic Lead Resources and Programmes (MCC)
0161 234 3466 m.duncan@manchester.gov.uk?

BACKGROUND PAPERS:
Reports to AGMA Executive 29 January 2016
Report to SFC 20 December 2017
1.0 Background

1.1 On 27 June 2014 AGMA Executive agreed to launch a new 3 year AGMA Grants programme to run from 1 April 2015 to 31 March 2018. It was agreed by Leaders that the budget be frozen at its current level over 3 years, but that a commitment be made to guarantee the 1st year of funding only.

1.2 Following recommendations from SFC, the AGMA Executive approved the 2015/2018 Programme at its meeting on the 19 December 2014.

1.3 The agreed AGMA Grant programme priorities were:-

   (i) to contribute to the recognition of Greater Manchester locally, nationally and internationally helping to create the conditions to attract new investment, new visitors and new talent to Greater Manchester

   (ii) to make a positive contribution to improving the skills and employability of the residents of Greater Manchester encouraging people to achieve their full potential

   (iii) to play a strong role in developing strong and inclusive communities, contributing to an improved quality of life and well-being for all residents and meeting our equality duties

1.4 The 2015/18 Programme included a main fund which aimed to contribute to all three priorities and a social fund which aimed to contribute to priorities (ii) and (iii).

2.0 Performance of Year 3 2017/18 of the AGMA Grants Programme

2.1 Each organisation was asked to provide a Year End report, which was assessed on:-

   • progress against targets set at the start of the year
   • impact against all three fund priorities for 2017/18

2.2 Of the 19 organisations receiving funding we have received Year End Reports from 18. Each organisation’s progress against targets is shown in Appendix A and a breakdown of users by district is shown in Appendix B. The Manchester International Festival has approval to provide the information on a bi-annual basis to coincide with festival years, which was reported to SFC on 20 December 2017, however, they have provided an update for 2017/18 including key statistics for 2017, which has been placed on the last page of Appendix B.

2.3 Of the 18 organisations who have submitted Year End forms, 15 have exceeded their targets, which includes Link4Life, Dance Manchester and Manchester Camerata who have all exceeded their targets by over 300%.
2.4 Dance Manchester’s overachievements are mainly due to their Projects & Initiatives: Community & Youth significantly exceeding their targets, which was a result of an audience of 100,000 people during the 2017 Manchester Day.

2.5 Link4Life exceeded targets due to high attendance at events, which are often weather dependent and the overall success of programme delivery.

2.6 The Manchester Camerata variance is due to an appearance and broadcast on the BBC’s Andrew Marr show following the Manchester bombing in May 2017, which increased their online audience views.

2.7 Only 3 organisations were below target, which were People’s History Museum, Oldham Coliseum and The Halle.

2.8 People’s History Museum was 9% below its target and the organisation have explained that this is due to the museum’s overall digital engagement falling below target this year with more activity on social media and less direct visits to the museum’s website. The museum’s website is now 8 years old and it is outdated and lacking in functionality, but the museum will be launching a new website in June 2018, which will attract larger numbers and engage online audiences in a more meaningful way. All other targets were exceeded.

2.9 The Halle was 12% below its target mainly due to underachieving in “other engagements”. The organisation explained that this was due to the target being based on an average of one open air concert a year. In 2017/18 they did not do any open air concerts, however, they held two open air concerts during 2016/17, which was reflected in their figures reported in their 2016/17 Year End report. Although audience numbers and participation in open air concerts is high, they provide less financial contribution than other engagements, which is a major factor when designing their programmes.

2.10 Oldham Coliseum was 7.6% below its target mainly due to underachieving in “performances” and “Non formal education activities”. The Coliseum experienced a more volatile box office than is usual with productions both under and over performing. In August 2017, the local daily newspaper went into liquidation, which had a significant impact on audiences in the autumn. They recovered these audiences in the spring through developing alternative ways of communication. The Coliseum also shortened their training programme for NEET (not in education, employment or training) young people as beneficiaries were getting into work before the course ended, thus their predicated beneficiaries were lower as there was significantly less young people in the latter term of the project due to progressing into further education, employment or training much sooner than was expected.

2.11 Compared to the impact assessment of the original application, 17 of the 18 projects that could be scored this year achieved above their original application score with 1 project slightly below its original score and Manchester International Festival not being assessed due to them reporting on a biannual basis. The impact assessment statistics are detailed in Appendix A.
3.0 Impact of AGMA Grant Fund in 2017/18

3.1 Based on all the information received\(^1\), the S48 funding has helped the projects in contributing around £110million in gross value added (GVA) to the Greater Manchester economy this year. Total funding provided via S48 is £3.31million per annum, equating to around 7.1% of the 18 organisations’ annual turnovers. Applying this percentage to the overall GVA estimate, £7.8million in GVA contributions to the Greater Manchester economy in 2017/18 can be attributed to the funding from S.48 – i.e. for every £1 of S.48 funding, £2.40 is generated in economic output in the conurbation. In addition to this, the funding leverages significant money for the organisation from other sources, which may otherwise not be available.

4.0 Impact of AGMA Grant Programme 2015 to 2018

4.1 For the three year period over which S48 performance has been assessed (2015-18), the 19 funded projects have generated a total of around £349million in gross value added (GVA) for the Greater Manchester economy. Total funding provided via S48 equates to around 7% of the 19 organisations’ turnovers. Applying this percentage to the total GVA estimate, approximately £24million in GVA contributions to the Greater Manchester economy from 2015-18 can be attributed to the funding from S48 – which means for every £1 of S48 funding, £2.40 has been generated in economic output in the conurbation.

5.0 Recommendations

5.1 Members are asked to:-

1) Note the impact of the AGMA Grants programme for the year 2017/18 and over the full three year 2015/18 programme.

\(^{1}\) Excluding the contribution of Manchester International Festival
### APPENDIX A

**AGMA Grant Client Performance Table 2017/18**

<table>
<thead>
<tr>
<th>Organisation</th>
<th>User Performance (% change of actual outputs compared to target)</th>
<th>Impact on priorities (% change in assessment compared to application)</th>
<th>Economic Impact Contribution to GM * (£)</th>
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<td><strong>MAIN FUND</strong></td>
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<tr>
<td>Halle Concert Society</td>
<td>-12.38</td>
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<td>People’s History Museum</td>
<td>-9.24</td>
<td>124</td>
<td>£13.5m</td>
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<td>Link4Life (previously managed by WLCT)</td>
<td>360.76</td>
<td>110</td>
<td>£21.0m</td>
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<td>Royal Exchange Theatre</td>
<td>21.97</td>
<td>184</td>
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<td>Greater Manchester Centre for Voluntary Organisation (GMCVO)</td>
<td>62.13</td>
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<td>The Lowry (on behalf of The Quays Partnership)</td>
<td>164.90</td>
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<td>Greater Manchester Sports Partnership (GreaterSport)</td>
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<td>Greater Manchester Arts Centre Limited (HOME)</td>
<td>12.07</td>
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<td>The Octagon Theatre</td>
<td>25.28</td>
<td>104</td>
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<td>Oldham Coliseum Theatre</td>
<td>-7.60</td>
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<td>Manchester Young People’s Theatre Ltd (trading as Contact)</td>
<td>55.02</td>
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<td>Manchester Camerata</td>
<td>880.23</td>
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<td>Dance Manchester</td>
<td>319.84</td>
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<td>Manchester Digital Laboratory</td>
<td>19.35</td>
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<td>M6 Theatre Company Limited</td>
<td>30.15</td>
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<td>Manchester International Festival</td>
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<td><strong>SOCIAL FUND</strong></td>
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<td>Water Adventure Centre</td>
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<td>The Proud Trust (Formerly known as LGBT Youth North West)</td>
<td>119.42</td>
<td>93</td>
<td>£0.6m</td>
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* Taking into account total pay expenditure, supply chain spend and any visitor spend associated with activities in 2017/18 the estimated GVA contribution to Greater Manchester

^ Organisations in the social fund assessed on priorities (ii) and (iii) only but the GVA Contribution is included for information.
### APPENDIX B

**Hallé Concert Society**

**District Breakdown of ACTUAL GM Direct Service Users**

You should refer to the grant aid agreement for the period when completing this table and use the same service categories (for comparative purposes). If a new area of work is included, please make this clear.

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<th>District</th>
<th>Bridgewater Hall concerts</th>
<th>Other engagements (not BWH)</th>
<th>AGMA free ticket scheme</th>
<th>Orchestra/Youth Choir/Training Choir</th>
<th>Hallé Children's Choir concerts</th>
<th>Hallé Children's Choir</th>
<th>ADOPT-A-PLAYER</th>
<th>HALLÉ VENUES' PROJECTS</th>
<th>HALLÉ SHINE ON</th>
<th>HALLÉ MEMORIAL CONCERTS</th>
<th>HALLÉ EXPERIENCE SCHEMES</th>
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<td>1,000</td>
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<td>0</td>
<td>125</td>
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<td>0</td>
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<td>Bolton</td>
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<td>40</td>
<td>2</td>
<td>75</td>
<td>100</td>
<td>1,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>125</td>
<td>0</td>
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<tr>
<td>Tameside</td>
<td>2,700</td>
<td>0</td>
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<td>2</td>
<td>75</td>
<td>100</td>
<td>1,000</td>
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<tr>
<td>Stockport</td>
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<tr>
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<td>2</td>
<td>75</td>
<td>100</td>
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<td>125</td>
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<td>3rd Level</td>
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<td>40</td>
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<td>75</td>
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<tr>
<td>Total</td>
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<td>75</td>
<td>100</td>
<td>1,000</td>
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<td>0</td>
<td>0</td>
<td>125</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

* Red = > 10% or more below target  
* Amber = within 10% of target  
* Green = > 10% or more above target
**People's History Museum**

**District Breakdown of ACTUAL GM Direct Service Users**

<table>
<thead>
<tr>
<th>Service</th>
<th>Bolton</th>
<th>Bury</th>
<th>Manchester</th>
<th>Oldham</th>
<th>Rochdale</th>
<th>Tameside</th>
<th>Trafford</th>
<th>Wigan</th>
<th>TOTAL GM Users</th>
<th>GM Non District</th>
<th>Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors to the museum</td>
<td>2,200</td>
<td>2,233</td>
<td>3,300</td>
<td>3,349</td>
<td>19,800</td>
<td>20,095</td>
<td>2,200</td>
<td>2,010</td>
<td>10,420</td>
<td>104,045</td>
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<tr>
<td>Outreach users</td>
<td>50</td>
<td>0</td>
<td>100</td>
<td>35</td>
<td>3,000</td>
<td>2,371</td>
<td>50</td>
<td>504</td>
<td>12,900</td>
<td>90,000</td>
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<tr>
<td>Learning group visits</td>
<td>470</td>
<td>554</td>
<td>320</td>
<td>131</td>
<td>6,900</td>
<td>6,536</td>
<td>370</td>
<td>561</td>
<td>7,600</td>
<td>6,610</td>
<td>0</td>
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<tr>
<td>Collections and Archive – users, advice and enquiries</td>
<td>5</td>
<td>0</td>
<td>5</td>
<td>2</td>
<td>383</td>
<td>475</td>
<td>27</td>
<td>0</td>
<td>73</td>
<td>49</td>
<td>0</td>
</tr>
<tr>
<td>Textile Conservation &amp; Consultancy users</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>275,770</td>
<td>275,770</td>
<td>10,000</td>
<td>0</td>
<td>275,770</td>
<td>275,770</td>
<td>0</td>
</tr>
<tr>
<td>Website hits and social media</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL ALL USERS</td>
<td>2,725</td>
<td>2,787</td>
<td>3,725</td>
<td>3,517</td>
<td>305,853</td>
<td>305,247</td>
<td>12,647</td>
<td>3,075</td>
<td>4,452</td>
<td>306,952</td>
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</tr>
</tbody>
</table>

**Notes:**
- Red = 10% or more below target
- Amber = within 10% of target
- Green = 10% or more above target

The Website hits and social media figures cannot be broken down by district. The total users figure for April 2017 - March 2018 provided includes Website: 22,910 sessions, Facebook: 13,529 likes, Twitter: 13,083 followers, Instagram: @PHMcr: 2,584 followers, @PHMshop: 1,561, @PHM_exhibitions: 1,786, @PHMConservation: 975, Salford e-newsletter: 17,793 recipients and Learning e-newsletter: 7,663 recipients, and blog: 7,663 views.
**Title:** LinkLife (Greater Manchester Strategic Arts Fund)

**District Breakdown of ACTUAL GM Direct Service Users**

<table>
<thead>
<tr>
<th>Service</th>
<th>Bolton</th>
<th>Bury</th>
<th>Manchester</th>
<th>Salford</th>
<th>Stockport</th>
<th>Tameside</th>
<th>Trafford</th>
<th>Wigan</th>
<th>Total GM Users</th>
<th>Users Outside GM</th>
<th>Total All Users</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>8,606</td>
<td>11,514</td>
<td>6,636</td>
<td>61,514</td>
<td>3,281</td>
<td>20,000</td>
<td>53,038</td>
<td>426</td>
<td>83,364</td>
<td>366,874</td>
<td>17,238</td>
</tr>
</tbody>
</table>

* Red = 10% or more below target  
  Amber = within 10% of target  
  Green = 10% or more above target

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*Note: The table above shows the actual service users across different districts within Greater Manchester. The figures represent the number of GM Direct Service Users. The data includes users from within GM districts and those outside GM. The total users for the year are 83,364, with 366,874 users including those outside GM. The percentage of users within and outside GM is 4% and 28% respectively.*
Royal Exchange Theatre

**Notes:** For 2017-18 we have included an additional Service area - ‘Visitor Attraction’ to capture additional values.

<table>
<thead>
<tr>
<th>Service</th>
<th>Target</th>
<th>Actual</th>
<th>% of Target</th>
<th>Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audiences</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Studio Theatre</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audiences: Studio Theatre</td>
<td>200</td>
<td>246</td>
<td>120%</td>
<td>46</td>
<td>23%</td>
</tr>
<tr>
<td>Audiences: Young People</td>
<td>120</td>
<td>155</td>
<td>129%</td>
<td>35</td>
<td>29%</td>
</tr>
<tr>
<td>Audiences: Adults</td>
<td>40</td>
<td>49</td>
<td>123%</td>
<td>9</td>
<td>23%</td>
</tr>
<tr>
<td>Audiences: Community Groups</td>
<td>3</td>
<td>1</td>
<td>33%</td>
<td>2</td>
<td>100%</td>
</tr>
<tr>
<td>Visitors: Other groups</td>
<td>4,000</td>
<td>5,624</td>
<td>140%</td>
<td>1,624</td>
<td>41%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Schools</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement: Educational institutions</td>
<td>5</td>
<td>3</td>
<td>60%</td>
<td>-2</td>
<td>-40%</td>
</tr>
<tr>
<td><strong>Tours and Transfers</strong></td>
<td></td>
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<tr>
<td>Tours and Transfers</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>*Red     =  ≥ 10% or more below target</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Amber  =  ≥ 10% but &lt; 10% below target</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Green  =  ≥ 10% or more above target</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

1. See Target and Actual columns for note explanation.
The table below provides the District Breakdown of ACTUAL GM Direct Service Users. The figures represent identifiable organisations which have actively signed up to engage regularly with the Greater Manchester Centre for Voluntary Organisation (GMCVO) at GM level through memberships, working groups, partnerships, and networks.

### Service Categories

<table>
<thead>
<tr>
<th>Service Category</th>
<th>Total</th>
<th>GM Non District</th>
<th>Wigan</th>
<th>Bury</th>
<th>Bolton</th>
<th>Manchester</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
<th>GAA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reach through websites &amp; social media (unknown users)</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Direct Services including training, events &amp; consultancy (known users)</strong></td>
<td>3,530</td>
<td>4,136</td>
<td>285</td>
<td>408</td>
<td>2,500</td>
<td>5,533</td>
<td>110,000</td>
<td>179,179</td>
<td>62.89</td>
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<td></td>
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</tr>
<tr>
<td><strong>Beneficiaries of Direct Subcontractors Talent Match &amp; Ambition for Ageing (known users)</strong></td>
<td>560</td>
<td>8,336</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>St Thomas conference centre visitors</strong></td>
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<td>270</td>
<td>422</td>
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<td>290</td>
<td>320</td>
<td>343</td>
<td>545</td>
<td>778</td>
<td>545</td>
<td>488</td>
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<td><strong>TOTALS</strong></td>
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<td>842</td>
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<td>2</td>
<td>2,806</td>
<td>937</td>
<td>1,012</td>
<td>727</td>
</tr>
</tbody>
</table>

### Notes

- **Red** = 10% or more below target
- **Amber** = within 10% of target
- **Green** = 10% or more above target

The figures are subject to audit. Any changes in target or classification of users could result in a reclassification and subsequent change in the figures. The numbers reached in the previous two years (year on year increases) are also included. The table reflects the performance against targets for each category. The figures are useful in tracking increasing or decreasing reach over time. The figures are again subject to reclassification and any changes in target or classification of users could result in a reclassification and subsequent change in the figures. The numbers reached in the previous two years (year on year increases) are also included.

The Greater Manchester Centre for Voluntary Organisation (GMCVO) is committed to providing high-quality services to support and develop local voluntary, community, and social enterprise organisations. The table reflects the performance against targets for each category and provides insights into the organisation’s activities and achievements.
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</thead>
<tbody>
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<td>The Forum</td>
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<td>2,051</td>
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<tr>
<td>The Forum</td>
<td>2,417</td>
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<tr>
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<tr>
<td>Digital Commissions and Events</td>
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</tr>
<tr>
<td>Participatory Events and Festivals</td>
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</tr>
<tr>
<td>Partnership Events</td>
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</tr>
<tr>
<td>TOTAL GM Users</td>
<td>12,793</td>
<td>35,835</td>
<td>14,109</td>
<td>38,429</td>
<td>38,190</td>
<td>103,281</td>
<td>8,654</td>
<td>22,931</td>
<td>7,525</td>
<td>19,958</td>
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<td>25,601</td>
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<td>11,852</td>
<td>31,623</td>
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<table>
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<tbody>
<tr>
<td>The Forum</td>
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<tr>
<td>The Forum</td>
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<tr>
<td>Art in the Public Realm</td>
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</tr>
<tr>
<td>Digital Commissions and Events</td>
<td>1,779</td>
<td>1,779</td>
<td>1,779</td>
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<td>1,779</td>
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<td></td>
</tr>
<tr>
<td>Participatory Events and Festivals</td>
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<td>2,663</td>
<td>2,663</td>
<td>2,663</td>
<td>2,663</td>
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<td>Partnership Events</td>
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</tr>
<tr>
<td>TOTAL GM Users</td>
<td>12,793</td>
<td>35,835</td>
<td>14,109</td>
<td>38,429</td>
<td>38,190</td>
<td>103,281</td>
<td>8,654</td>
<td>22,931</td>
<td>7,525</td>
<td>19,958</td>
<td>33,110</td>
<td>88,220</td>
<td>21,634</td>
<td>59,346</td>
<td>9,972</td>
<td>25,601</td>
<td>30,289</td>
<td>82,407</td>
<td>11,852</td>
<td>31,623</td>
<td>0</td>
</tr>
</tbody>
</table>

* Red = 10% or more below target  
  Amber = within 10% of target  
  Green = 10% or more above budget
## Greater Manchester Sports Partnership (Greater Sport)

### District Breakdown of ACTUAL GM Direct Service Users

<table>
<thead>
<tr>
<th>Service</th>
<th>Bolton</th>
<th>Bury</th>
<th>Oldham</th>
<th>Rochdale</th>
<th>Stockport</th>
<th>Tameside</th>
<th>Trafford</th>
<th>Wigan</th>
<th>TOTAL GM Users</th>
<th>Users Outside GM</th>
<th>TOTAL ALL USERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaches/Leaders Qualified</td>
<td>57</td>
<td>57</td>
<td>200</td>
<td>450</td>
<td>243</td>
<td>100</td>
<td>250</td>
<td>150</td>
<td>199</td>
<td>50</td>
<td>159</td>
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<tr>
<td>Coaches Supported</td>
<td>605</td>
<td>300</td>
<td>600</td>
<td>1,250</td>
<td>590</td>
<td>400</td>
<td>640</td>
<td>400</td>
<td>374</td>
<td>500</td>
<td>577</td>
</tr>
<tr>
<td>Volunteer &amp; Leadership</td>
<td>805</td>
<td>200</td>
<td>389</td>
<td>3,000</td>
<td>3,268</td>
<td>125</td>
<td>328</td>
<td>160</td>
<td>276</td>
<td>150</td>
<td>465</td>
</tr>
<tr>
<td>Club Support</td>
<td>227</td>
<td>85</td>
<td>238</td>
<td>115</td>
<td>283</td>
<td>110</td>
<td>230</td>
<td>75</td>
<td>212</td>
<td>75</td>
<td>218</td>
</tr>
<tr>
<td>Participation in Sport and Physical Activity-APS</td>
<td>128,100</td>
<td>55,000</td>
<td>92,000</td>
<td>160,000</td>
<td>269,000</td>
<td>60,000</td>
<td>103,700</td>
<td>60,000</td>
<td>99,000</td>
<td>60,000</td>
<td>126,000</td>
</tr>
<tr>
<td>Participation in Sport and Physical Activity-Programmes</td>
<td>15,694</td>
<td>500</td>
<td>15,202</td>
<td>10,500</td>
<td>16,898</td>
<td>6,000</td>
<td>23,555</td>
<td>4,000</td>
<td>14,888</td>
<td>8,500</td>
<td>21,912</td>
</tr>
<tr>
<td>GM Events</td>
<td>297</td>
<td>220</td>
<td>295</td>
<td>400</td>
<td>397</td>
<td>400</td>
<td>344</td>
<td>350</td>
<td>413</td>
<td>350</td>
<td>302</td>
</tr>
</tbody>
</table>

### Notes

- Red = < 10% or more below target
- Amber = within 10% of target
- Green = > 10% or more above target

You should refer to the grant aid agreement for the period when completing this table and use the same service categories (for comparative purposes). If a new area of work is included, please make this clear.
| Category                                      | Actual 1 | Target 1 | Actual 2 | Target 2 | Actual 3 | Target 3 | Actual 4 | Target 4 | Actual 5 | Target 5 | Actual 6 | Target 6 | Actual 7 | Target 7 | Actual 8 | Target 8 | Actual 9 | Target 9 | Actual 10 | Target 10 | Actual Nov | Target Nov | Actual Dec | Target Dec | Actual Jan | Target Jan | Actual Feb | Target Feb | Actual Mar | Target Mar | Actual Apr | Target Apr | Actual May | Target May | Actual Jun | Target Jun | Actual Jul | Target Jul | Actual Aug | Target Aug | Actual Sep | Target Sep | Actual Oct | Target Oct | Actual Nov | Target Nov | Actual Dec | Target Dec | Actual Jan | Target Jan | Actual Feb | Target Feb | Actual Mar | Target Mar | Actual Apr | Target Apr | Actual May | Target May | Actual Jun | Target Jun | Actual Jul | Target Jul |
|-----------------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Cinema attendance                            | 2,806    | 7,020    | 6,722    | 15,344   | 56,810   | 60,500   | 2,806    | 2,961    | 2,792    | 2,806    | 2,961    | 2,806    | 2,689    | 7,715    | 13,444   | 14,729   | 12,101   | 4,208    | 5,378    | 15,430   | 20,167   | 701      | 2,689    | 0        | 0        | 1,577    | 6,387    | 5,913    | 315      | 788      | 0        | 0        | 788      |
| Exhibitions attendance                       | 630      | 1,971    | 4,258    | 2,365    | 17,030   | 17,739   | 4,258    | 788      | 630      | 788      | 2,129    | 3,942    | 10,643   | 3,548    | 2,129    | 1,577    | 6,387    | 5,913    | 315      | 788      | 0        | 0        | 788      |
| Theatre attendance                           | 1,565    | 1,855    | 1,565    | 2,226    | 14,867   | 16,692   | 5,478    | 742      | 782      | 742      | 6,261    | 3,710    | 6,260    | 3,339    | 1,565    | 1,484    | 6,261    | 5,565    | 450      | 742      | 0        | 0        | 1,250    | 927      | 1,250    | 815      | 2,500    | 1,228    | 750      | 335      | 66       |
| Engagement participation                      | 750      | 544      | 1,250    | 644      | 7,500    | 8,912    | 1,250    | 633      | 750      | 395      | 1,500    | 1,330    | 2,500    | 927      | 1,250    | 815      | 2,500    | 1,228    | 750      | 335      | 66       |
| Other building users                          | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Website page views                           | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Twitter followers                            | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Facebook likes                               | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| TOTAL GM Users                               | 5,751    | 11,092   | 12,684   | 13,302   | 96,207   | 103,843  | 13,792   | 4,852    | 2,863    | 4,614    | 17,605   | 22,426   | 34,132   | 19,915   | 9,152    | 9,254    | 30,578   | 32,873   | 2,216    | 4,554    |
| TOTAL ALL USERS                              | 4,373,371| 4,943,764| 4,598,351| 5,170,489| 1,317,650| 1,459,686| 5,916,001| 6,630,175| 12.07    |

* Red = 10% or more below target
* Amber = within 10% of target
* Green = 10% or more above target

You should refer to the grant aid agreement for the period when completing this table and use the same service categories (for comparative purposes). If a new area of work is included, please make this clear.
### The Octagon Theatre

#### District Breakdown of ACTUAL GM Direct Service Users

<table>
<thead>
<tr>
<th>Service</th>
<th>Bolton</th>
<th>Bury</th>
<th>Oldham</th>
<th>Rochdale</th>
<th>Tameside</th>
<th>Trafford</th>
<th>Stockport</th>
<th>Salford</th>
<th>Wigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total GM Users</td>
<td>34,100</td>
<td>39,141</td>
<td>5,300</td>
<td>7,061</td>
<td>1,600</td>
<td>2,787</td>
<td>4,075</td>
<td>1,641</td>
<td>1,575</td>
</tr>
</tbody>
</table>

#### Variance and explanation

- Red: ≤ 10% or more below target
- Amber: within 10% of target
- Green: ≥ 10% or more above target

#### Notes

- The Octagon Theatre is a proactively managed venue located in Bolton.
- The theatre has seen a significant increase in attendance over the past year due to successful marketing campaigns and the introduction of new performance venues.
- Despite the increase in attendance, the theatre has encountered challenges in maintaining profitability due to increased operational costs.

#### Performance Data

- Total attendance for the year is 57,080, exceeding the target of 55,000.
- The highest attendance was recorded in the month of July, with a total of 8,000 attendees.
- The lowest attendance was recorded in the month of December, with a total of 4,000 attendees.

#### Service Breakdown

- Public service: 34,100 attendees
- Special events: 6,000 attendees
- Corporate events: 2,900 attendees
- Education and outreach: 1,000 attendees

#### Financial Performance

- Revenue from ticket sales: £209,000
- Expense: £154,000
- Profit: £55,000

#### Future Plans

- The theatre is planning to expand its performance venues to accommodate more attendees.
- Additional marketing campaigns will be implemented to increase ticket sales.

#### Conclusion

The Octagon Theatre has had a successful year, achieving its target attendance and generating a profit. However, the theatre will need to continue to explore new strategies to maintain and grow its audience.
### Oldham Coliseum Theatre

**District Breakdown of ACTUAL GM Direct Service Users**

<table>
<thead>
<tr>
<th>Service</th>
<th>Bolton</th>
<th>Bury</th>
<th>Manchester</th>
<th>Oldham</th>
<th>Rochdale</th>
<th>Salford</th>
<th>Trafford</th>
<th>Wigan</th>
<th>GM Non District</th>
<th>Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Formal Educational Activities</td>
<td>25</td>
<td>100</td>
<td>25</td>
<td>0</td>
<td>500</td>
<td>50</td>
<td>3,000</td>
<td>4,027</td>
<td>700</td>
<td>25</td>
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<tr>
<td>Formal Educational Activities</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,800</td>
<td>2,154</td>
<td>100</td>
<td>25</td>
</tr>
<tr>
<td>Activities for Adults, including Tours</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>500</td>
<td>688</td>
<td>400</td>
<td>674</td>
<td>400</td>
<td>25</td>
</tr>
<tr>
<td>Community and Family-based Activities</td>
<td>229</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>250</td>
<td>125</td>
<td>650</td>
<td>245</td>
<td>25</td>
<td>0</td>
</tr>
<tr>
<td>Support Emerging Artists</td>
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<td>0</td>
<td>0</td>
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<tr>
<td><strong>TOTAL GM Users</strong></td>
<td>725</td>
<td>1,075</td>
<td>4,250</td>
<td>3,393</td>
<td>10,550</td>
<td>8,565</td>
<td>58,600</td>
<td>55,406</td>
<td>16,850</td>
<td>2,125</td>
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<td><strong>TOTAL ALL USERS</strong></td>
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<td>18</td>
<td>250</td>
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<td>2,000</td>
<td>2,370</td>
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</tbody>
</table>
## District Breakdown of ACTUAL GM Direct Service Users

**Manchester Young People’s Theatre Ltd (trading as Contact)**

You should refer to the grant aid agreement for the period when completing this table and use the same service categories (for comparative purposes). If a new area of work is included, please make this clear.

### Service Variance and explanation

<table>
<thead>
<tr>
<th>District</th>
<th>Target</th>
<th>Actual</th>
<th>% Difference</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL GM Users</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ALL USERS</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Notes:

- Please note that because we will be out of our building for most of the 17/18 year our targets are slightly different to previous years. Due to our Capital project there is a reduction in our audience and participation figures, as agreed with Arts Council. Our Creative service sessions, Tours and Exhibitions, and External presentation targets remain the same. Although we are...
## District Breakdown of ACTUAL GM Direct Service Users

<table>
<thead>
<tr>
<th>Service</th>
<th>Bolton</th>
<th>Bury</th>
<th>GM Non District</th>
<th>Specific Bolton</th>
<th>Specific Bury</th>
<th>Specific Non District</th>
<th>Specific</th>
<th>Total GM Users</th>
<th>Users Outside GM</th>
<th>TOTAL ALL USERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Camerata in the Community (Learning &amp; Participation)</td>
<td>500</td>
<td>210</td>
<td>720</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,733</td>
<td>683</td>
<td>2,000</td>
</tr>
<tr>
<td>Camerata in the Community (Learning &amp; Participation)</td>
<td>500</td>
<td>210</td>
<td>720</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,733</td>
<td>683</td>
<td>2,000</td>
</tr>
<tr>
<td>Camerata in the Community (Learning &amp; Participation)</td>
<td>500</td>
<td>210</td>
<td>720</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,733</td>
<td>683</td>
<td>2,000</td>
</tr>
<tr>
<td>Music Outreach</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Music Outreach</td>
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<td>Music Outreach</td>
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<td>0</td>
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<td>0</td>
<td>0</td>
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</tr>
<tr>
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<tr>
<td>Youth Work</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Youth Work</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>TOTALS</td>
<td>191</td>
<td>755</td>
<td>364</td>
<td>158</td>
<td>4,760</td>
<td>5,636</td>
<td>136</td>
<td>1,090</td>
<td>970</td>
<td>861</td>
</tr>
</tbody>
</table>

### Notes

- **Red** = 10% or more below target
- **Amber** = within 10% of target
- **Green** = 10% or more above target

Variance due to increased competition for experience seeker events, football match date clashes and minimal marketing spend and capacity.

- **RED**

Variance due to less than expected large scale events in Greater Manchester.

- **RED**

Variance due to appearance and broadcast on the BBC's Andrew Marr show following the Manchester bombing in May '17.

- **GREEN**

Slight downturn in use of website because not mobile friendly.

- **YELLOW**

- **#DIV/0!**

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## District Breakdown of ACTUAL GM Direct Service Users

### Bolton

<table>
<thead>
<tr>
<th>Service</th>
<th>Total ACTUAL</th>
<th>Total Target</th>
<th>Actual %</th>
<th>Total ACTUAL</th>
<th>Total Target</th>
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<th>Total ACTUAL</th>
<th>Total Target</th>
<th>Actual %</th>
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</thead>
<tbody>
<tr>
<td>Individual &amp; Organisations incl. info, advice</td>
<td>100</td>
<td>210</td>
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<td>1,000</td>
<td>2,658</td>
<td>100</td>
<td>215</td>
<td>150</td>
<td>193</td>
<td>1,000</td>
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<td>100</td>
<td>148</td>
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<tr>
<td>Information &amp; Advice: Enewsletters &amp; publication</td>
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<td>124</td>
<td>92</td>
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<td>200</td>
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<td>90</td>
<td>93</td>
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<td>100</td>
<td>102</td>
<td>150</td>
<td>168</td>
<td>100</td>
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<tr>
<td>Information &amp; Advice: Social Media &amp; Online</td>
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<td>0</td>
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<td>780</td>
<td>478</td>
<td>702</td>
<td>401</td>
<td>2,840</td>
<td>3,815</td>
<td>740</td>
<td>361</td>
<td>1,470</td>
<td>635</td>
<td>1,260</td>
<td>1,202</td>
<td>750</td>
<td>449</td>
<td>560</td>
<td>100</td>
<td>810</td>
<td>425</td>
<td>1,160</td>
<td>514</td>
<td>10,400</td>
</tr>
</tbody>
</table>

* Red     = 10% or more below target
* Amber  = within 10% of target
* Green   = 10% or more above target

---

1. **Note at bottom of table (%):**

2. **District Breakdown of ACTUAL GM Direct Service Users:**

3. **Service:**

   - Bolton
   - Bury
   - Manchester
   - Oldham
   - Rochdale
   - Salford
   - Stockport
   - Tameside
   - Trafford
   - Wigan
   - GM Non District Specific

4. **Users Outside GM:**

5. **TOTAL ALL USERS:**

6. **TOTAL USERS:**

7. **TOTAL ACTUAL:**

8. **TOTAL TARGET:**

9. **ACTUAL %:**

10. **TARGET %:**

11. **GM Users:**

12. **TOTAL ALL GM:**

13. **TOTAL GM:**

14. **TOTAL ACTUAL GM:**

15. **TOTAL TARGET GM:**

16. **ACTUAL % GM:**

17. **TARGET % GM:**

---

**Notes:**

- *Red* = 10% or more below target
- *Amber* = within 10% of target
- *Green* = 10% or more above target
## Service Variance and Explanation

### Users Outside GM

<table>
<thead>
<tr>
<th>Area</th>
<th>Stockport</th>
<th>Rochdale</th>
<th><strong>TOTAL ALL USERS</strong></th>
<th>Users Outside GM</th>
<th><strong>TOTAL GM Users</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Variance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td>Explanation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Specific

<table>
<thead>
<tr>
<th>Area</th>
<th>Wigan</th>
<th>Trafford</th>
<th>Tameside</th>
<th>Oldham</th>
<th>Manchester</th>
<th>Bury</th>
<th>Bolton</th>
<th><strong>TOTAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Variance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td>Explanation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Red/Amber/Green

*See Note at bottom of table (%)

<table>
<thead>
<tr>
<th>Area</th>
<th>Variance</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RED</strong></td>
<td>10% or more below target</td>
<td></td>
</tr>
<tr>
<td><strong>AMBER</strong></td>
<td>within 10% of target</td>
<td></td>
</tr>
<tr>
<td><strong>GREEN</strong></td>
<td>10% or more above target</td>
<td></td>
</tr>
</tbody>
</table>

### Other

*Red     =  10% or more below target*  
*Amber   =  within 10% of target*  
*Green   = 10% or more above target*

---

**Makerspace/ FabLab & maker workshops (Manchester)**  
The makerspace has been very popular - particularly with small / emergent businesses and start-ups.

**MAKE STUFF (completed - at time of submission of targets)**  
The Manchester figure reflects Make Stuffs held in MCR - though these were extremely popular.

**National Coding Week**  
MadLab did not participate in NCW this year per se, bar a one day training event for women in Ruby programming. However, MadLab to pursue a PGCE (in one instance). These totalled several hundred in term of participants. We wanted to make a statement about training, and would like to communicate our early interest in volunteering. We felt though that we couldn't 'claim' the numbers, despite catalysing our wider community.

**MADLAB MOBILE/ ROADSHOW**  
MAKE STUFF (completed - at time of submission of targets)  
**TOTAL**

---

**COMMUNITY GROUPS**

This year, we encouraged all groups to join Meetup.com in order to better track membership and activities of groups. These figures better reflect the level of activities carried out by groups.

<table>
<thead>
<tr>
<th>Area</th>
<th>Variance</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RED</strong></td>
<td>10% or more below target</td>
<td></td>
</tr>
<tr>
<td><strong>AMBER</strong></td>
<td>within 10% of target</td>
<td></td>
</tr>
<tr>
<td><strong>GREEN</strong></td>
<td>10% or more above target</td>
<td></td>
</tr>
</tbody>
</table>

**TRAINING COURSES**

Code Up targets have been rolled up into one entry - the predicted figures for 17/18 included actual (to date) plus projections. We have combined them here for ease of reference. We have focused on growth in areas where we have been able to establish cohorts of volunteers. This has meant that some groups have not been able to launch (yet). However, with increased geographical spread, attendees are able to more easily access CodeUps within the GM region.

**SUBTOTAL**

---

**OTHER**

Please note that the majority of users are small businesses and charities within GM, plus national organisations such as Big Lottery Fund, Stonewall and Mind. Due to the formatting of this form the figure has gone into the 'Outside GM' column, but we estimate that 80% of this figure is from GM.

---

Manchester Digital Laboratory

District Breakdown of ACTUAN GM Direct Service Users

---

<table>
<thead>
<tr>
<th>Area</th>
<th>Variance</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RED</strong></td>
<td>10% or more below target</td>
<td></td>
</tr>
<tr>
<td><strong>AMBER</strong></td>
<td>within 10% of target</td>
<td></td>
</tr>
<tr>
<td><strong>GREEN</strong></td>
<td>10% or more above target</td>
<td></td>
</tr>
<tr>
<td>District</td>
<td>Bolton</td>
<td>Bury</td>
</tr>
<tr>
<td>---------</td>
<td>--------</td>
<td>------</td>
</tr>
<tr>
<td>TOTAL</td>
<td>28</td>
<td>34</td>
</tr>
</tbody>
</table>

**Note:**
- Red = 10% or more below target
- Amber = within 10% of target
- Green = 10% or more above target

Because we knew this was the final year, we took on a few extra participants.

We held open events and training in several different areas this year and a final larger event at Manchester Central Libraries.

We revisited past areas as well as made a concerted effort to cover those areas left out of previous 2 years projects and teamed up with PANDA members local to each area to help us to promote too.

Built up as culmination of 3 years of work on this project, we finally were able to see visitor numbers rise for each authority area. Again, in cooperation with PANDA's networks. Plus we held a bigger final event to which visitors came into Manchester.
### District Breakdown of ACTUAL GM Direct Service Users

<table>
<thead>
<tr>
<th>Service</th>
<th>Bolton</th>
<th>Bury</th>
<th>Manchester</th>
<th>Oldham</th>
<th>Salford</th>
<th>Stockport</th>
<th>Wigan</th>
<th>TOTAL GM Users</th>
<th>Users Outside GM</th>
<th>TOTAL ALL USERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audience: Touring Performances of M6 Theatre Productions - One Little Word &amp; A Tigers Tale (incl cold spots) Mavis Sparkle</td>
<td>90</td>
<td>0</td>
<td>90</td>
<td>0</td>
<td>90</td>
<td>131</td>
<td>180</td>
<td>567</td>
<td>4,490</td>
<td>9,055</td>
</tr>
<tr>
<td>Participants: Staysafe Monologues &amp; Workshops</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>800</td>
<td>1,083</td>
</tr>
<tr>
<td>Participants: Speechbubbles workshops</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>180</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Participants: weekly youth theatre and outreach groups</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>200</td>
<td>1,379</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

* Red = 10% or more below target
* Amber = within 10% of target
* Green = 10% or more above target

---

1. Audience - Touring Performances of M6 Theatre Productions - One Little Word & A Tigers Tale (incl cold spots) Mavis Sparkle
   - **Target Actual**
   - Total: 5,300
   - Users Outside GM: 9,000
   - **TOTAL ALL USERS**: 14,300

2. Participants - Staysafe Monologues & Workshops
   - **Target Actual**
   - Total: 800
   - Users Outside GM: 1,083
   - **TOTAL ALL USERS**: 1,883

3. Participants - Speechbubbles workshops
   - **Target Actual**
   - Total: 100
   - Users Outside GM: 180
   - **TOTAL ALL USERS**: 280

4. Participants - weekly youth theatre and outreach groups
   - **Target Actual**
   - Total: 200
   - Users Outside GM: 1,379
   - **TOTAL ALL USERS**: 1,579

---

*You should refer to the grant aid agreement for the period when completing this table and use the same service categories (for comparative purposes). If a new area of work is included, please make this clear.*
## District Breakdown of ACTUAL GM Direct Service Users

You should refer to the grant aid agreement for the period when completing this table and use the same service categories (for comparative purposes). If a new area of work is included, please make this clear.

<table>
<thead>
<tr>
<th>District</th>
<th>Target</th>
<th>Actual</th>
<th>Target</th>
<th>Actual</th>
<th>Target</th>
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<th>Actual</th>
<th>Target</th>
<th>Actual</th>
<th>Actual</th>
<th>Total Expenditure</th>
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<td>Bolton</td>
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<tr>
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<td>15</td>
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<td>10</td>
<td>10</td>
<td>10</td>
<td>11</td>
<td>10</td>
</tr>
</tbody>
</table>

### Notes:

1. All areas in the table are listed in descending order of delivery to meet the project milestones.
2. The variation from the approved budget is due to changes in service delivery and project scope.
3. The actual expenditure is calculated based on the approved budget and any variances identified.
4. Additional funds are allocated based on the actual expenditure and projected outcomes.

### Provision of Sessions

- **Sessions – Group sessions** are of two hours duration and can be attended by up to 15 people plus their staff and volunteers.
- **Sessions – Team sessions** are of two hours duration and can be attended by up to 50 people, and events vary from three to eight hours and can be attended by 50 to thousands.

### Variances and Explanations

- **Bolton - slight increase due to the ongoing success of the Prestwich Challenge which is delivered by a significant number of volunteers.**
- **Bury - also increased due to the success of the Prestwich Challenge. Having a good network of relationships with youth and community groups from Bury has also ensured many have returned this year to access our free kayaking sessions.**
- **Manchester - increase in numbers is due to the continuity as a result of the Play Fund and Youth Fund contracts and the opportunity to recruit volunteers and work in a targeted way in the communities most in need and their proximity to WAC.**
- **Oldham - a slight increase due to the partnership with groups such as Oldham Childrens Services, Mahdlo - a significant provider of youth services in Oldham and Oldham Youth Service.**
- **Rochdale - increase in numbers (+3) due to proactive links with Rochdale Youth Service and the creative use of social media. WAC will continue with this approach to recruit new volunteers and to enable work in new locations.**
- **Wigan - using our network of contacts we have seen many groups return this year. We have also targeted our work by providing activities at a Wigan Youth Zone fun day and a Breaking Barriers event who work with young people with autism from Bolton and Wigan.**

---

**Notes:**

- Goal 1: Reduce the number of inactive young people by up to 30% by 2025.
- Goal 2: Increase the number of young people accessing services by up to 50% by 2025.
- Goal 3: Achieve a 10% reduction in the number of young people experiencing homelessness by 2025.

---

**Variance and explanation: 2**
The Proud Trust (Formerly known as LGBT Youth North West)

District Breakdown of ACTUAL GM Direct Service Users

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Bolton</th>
<th>Bury</th>
<th>Greater Manchester</th>
<th>Oldham</th>
<th>Rochdale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth volunteering opportunities through the ten LGBT youth groups which are taken up by young people not in work</td>
<td>1</td>
<td>24</td>
<td>25</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Support for Muslim and Asian LGBT young people through outreach, schools work and online methods</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>LGBT awareness training in 30 schools per year (10 per district, with an average of 150 pupils per school)</td>
<td>0</td>
<td>1,500</td>
<td>1,500</td>
<td>1,200</td>
<td>1,200</td>
</tr>
<tr>
<td>LGBT awareness training for 30 teachers/professionals</td>
<td>0</td>
<td>141</td>
<td>10</td>
<td>55</td>
<td>10</td>
</tr>
</tbody>
</table>

**TOTALS**: 7,149

Red = 10% or more below target
Amber = within 10% of target
Green = 10% or more above target

*See Note at bottom of table (%)*
Manchester International Festival – Update on progress made during 2017/18

AGMA Update 2017/18

As Manchester International Festival operates on a two-year cycle, its full activity report is submitted after the MIF Festival in 2019. An increasing amount of its creative engagement activity however is continuing to happen year-round, building an active and invested community of residents in MIF leading towards the Factory.

Since MIF17, there has been a number of events developed with, by and for some of the 5000 participants who engaged in the Festival. These have included a number of MIF Social events, including performance by residents across Greater Manchester; a series of co design sessions where participants have helped design and inform the development of MIF’s creative engagement programme moving forward; inaugural meeting and development of a new youth forum; launch of the innovative Festival in My House programme across Greater Manchester and ongoing development of the FlexN commission.

This programme of activity will continue to develop over the next twelve months with a planned audience development focus on young people, families and audiences with a South Asian heritage. Planned activity includes the development of a new Young Curator programme across Greater Manchester and a series of family focused activities including a collaboration with Z-Arts to present INUK by Belgium Children’s Theatre Company Studio Orka.

Key stats from 2017

- 301,870 attendances across 18 days
- 381 performances
- £32.8m press coverage (excluding online)
- 66% of ticket buyers from Greater Manchester
- 515 suppliers from GM (and £2.93m spend in local supply chain)
- 4,303 participants in the Creative Learning programme
- 28,355 engagement hours delivered
- 80 placements, internships and work experience

- 30 new commissions, co-productions and special events
- 86% rated the Festival ‘excellent’ or ‘good’
- £40.20m economic impact
- 17,553 £12 tickets bought by GM residents
- 442 volunteers recruited
- 57 performances featuring local participants
- 68 partnerships with schools across GM
- 718 people attending learning talks and presentations
AGMA STATUTORY FUNCTIONS COMMITTEE

Date: 22nd August 2018
Subject: Greater Manchester County Record Office and Greater Manchester Archives & Local Studies Partnership
Report of: Neil MacInnes, Strategic Lead – Libraries, Galleries and Culture, Manchester City Council
Sheena MacFarlane, Head of Cultural Services, Oldham

PURPOSE OF REPORT

The Committee is asked to consider the progress of Archives+ and the Greater Manchester Archives and Partnership.

RECOMMENDATIONS

The Committee is asked to note the progress of Archives+ and the Greater Manchester Archives and Local Studies Partnership.

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1.0 Background

1.1 Greater Manchester County Record Office (GMCRO) is operated by Manchester City Council (MCC) on behalf of the Association of Greater Manchester Authorities (AGMA). GMCRO was opened by the former Greater Manchester Council (GMC) in 1976. Since 1986 GMCRO has since been supported by all of the AGMA districts and other joint AGMA authorities. GMCRO houses 4 miles of archives and seeks to identify, collect, preserve, and promote the widest possible public access to the documentary heritage of Greater Manchester in accordance with the statutory requirement of the Public Records Act 1958 and 1967, the Local Government (Records) Act 1962 and the Local Government Act 1972.

1.2 GMCRO was previously based at Marshall Street in Manchester City Centre, but moved to Manchester Central Library in early 2014 as part of a wider archive partnership called Archives+. Archives+ had made archives more accessible by creating exciting interpretive exhibition spaces to provide new ways for more people to discover the richness and relevance of archives, share their own stories and have a personalised experience of the City Region’s history. Manchester's iconic Central Library reopened after a four year in 2014, £50m transformation programme and is now one of the most popular libraries in the United Kingdom.

1.3 The Archives+ partners include the North West Film Archive (Manchester Metropolitan University), Ahmed Iqball Ullah Race Relations Resource Centre and Trust (The University of Manchester), the Manchester and Lancashire Family History Society, and the British Film Institute. Councillor Madeline Murray was until recently the AGMA representative on the Archives+ Board.

1.4 In 2012 a feasibility study commissioned by AGMA recommended the creation of a formal Partnership to provide an overarching strategy and development plan for the local authority archive and local studies services in Greater Manchester. There are significant potential benefits to be gained in terms of collaborating on service improvement and future sustainability.

1.5 At the Statutory Functions Committee in June 2012, the Committee agreed to provide governance to enable the Partnership to be set up. It also agreed to create an officer group to lead the work of the Partnership and report to the AGMA Statutory Functions Committee. GMCRO provides strategic leadership to the partnership.

1.6 The Archives+ Partnership and GM Archives and Local Studies Partnerships (GMALSP) are held in high regard nationally as a model of best practice. Officers from our partnerships are speaking at two national conferences over the next few months on the subject of running successful partnerships in the Archives Sector. Presentations and workshops are being run at: the Archives and Records Association Conference in July and the Discovering Collections, Discovering Communities in November.
2.0 GMCRO and Archives+ - Four years on

2.1 Archives + for everyone

Archives+ has pushed the boundaries of what archive services can do and who they engage with. An evaluation report was completed in January 2018 and is presented with this report as appendix 1.

Each partner has their own knowledge and skills to make us better together.

In the four years since Central Library was reborn, Archives+ has gone from strength to strength. Prior to the project, each Archives+ partner reached only 15,000 people annually.

In 2016/17, around 1.2million people engaged with archives through the Archives+ exhibition and archive programme.

Participants at Archives+ events and activities have reached the following numbers:

+ 6,143 families
+ 11,939 adults
+ 5,964 schoolchildren
+ 4,881 young people.

The family history helpdesk run by the Manchester and Lancashire Family History Society helped 4,000 people.

Audience development is about more than numbers through the door. Through the Activity Programme the project has reached a far wider audience than similar activity undertaken previously:

+ The age of people engaged in the Archives+ activity programme is far wider and more evenly spread.
+ Peaks in the age of engagement with archives are now at ages 6–10 years and 26–59 years, rather than over 55 years old.
+ 67% of respondents to the Viewpoint survey described their ethnicity as White, compared to the previous almost 100% White audience at Greater Manchester Archives and Manchester Archives and Local Studies.
+ There are increased numbers of families and young people engaging with archives throughout the project.
2.2 Visitor experience

Our survey of visitors, conducted as part of the evaluation for the Archives+ HLF project, says:

+ 50% of interviewees rated their visit as 10 out of 10, with all interviewees awarding 8 out of 10 or above.
+ 64% of interviewees reported that they felt they had learnt something from the exhibition.
+ 67% of interviewees reported that their perception of Greater Manchester had been altered by something they had learnt in Archives+

2.3 A sense of ownership

Archives+ is something people want to be part of. These examples show how the exhibition has helped us engage with community groups and bring new archives into the collections:

+ A founder member of the Moss Side Festival visited the Archives+ exhibition and complained that Manchester Caribbean Carnival was not included in the exhibition. Archives+ staff explained that the collections did not contain suitable items on the festival and asked if any archive material could be deposited. Photographs, newspaper items, Carnival leaflets and ephemera were donated to the Race Relations Resource Centre and within two weeks there was an ‘archive box’ about Moss Side Festival on the Virtual Wall.

+ For several years without success, the service had been trying to support the Armenian Church in preserving its archives. A representative from the church visited the Archives+ exhibition and complained that the church wasn’t covered in the exhibitions. Again, the team was able to explain that they did not have suitable material, and this resulted in the development of a relationship to ensure the preservation of the material.

+ While preparing for a special event to mark 30 years since the protest against Section 28 in the city, Archives+ staff were alerted to some rare film footage of the event on YouTube. Contact was made with the film-maker, who agreed to take part in the event by introducing the screening of the film and sharing his memory of the event. He also agreed to the donation of the film to the North West Film Archive.
2.4 Feedback and quotes

“This has become my favourite place in Manchester.”
Visitor comment

“The ground floor is like the Bat Cave of Archives.”
John – volunteer from Greater Manchester

“It is not easy to explain what an archive is in outreach; the digital exhibits really help with this.” Staff member

“To be honest, when they said we were coming to the Library I thought it was going to be boring, but this is amazing, as there’s so much stuff to do. I didn’t know all this stuff happened near where I live. I’m going to come back this weekend.” Romanie, aged 17

“I love history. We don’t do anything like this at school; it’s all about wars, not local stuff.” Olivia, aged 13, Ladybarn

“Wow! A really modern library in an old building. We ambled around the various multimedia exhibitions, watched an episode of a long-forgotten television programme in the BFI pods, had a coffee, used the facilities, played with the moving bookcases looking for parish registers, and marvelled at the dome in the delightfully old-fashioned reading room.” TripAdvisor review.

“The schoolchildren were empowered when they saw the results of their suggestions in the Saturday Spectacular.” Participant

“It made me think of how we ‘evolved’ today and that we should always make others aware of racism. I learnt about Ahmed and the courageous initiatives of his family.” Participant

“I am proud to see my family documented in the history of Manchester, and that my father was the first person to bring Sikhi to Manchester. Waheguru je khalsa, waheguru je ke fateh!”

2.5 Our Partnership

The Archives+ Partnership consists of the following organisations

+ Manchester City Council
+ Greater Manchester County Record Office
+ North West Film Archive at Manchester Metropolitan University
+ Ahmed Iqbal Ullah Race Relations Resource Centre (The University of Manchester)
+ Manchester and Lancashire Family History Society.
The Partnership received funding from the Heritage Lottery Fund from 2013 to 2017.

2.6 Building on success
We have recently received the following funding, showing the Archives+ Partnership is going from strength to strength.

+ The Ahmed Iqbal Ullah Education Trust has been awarded £357,000 from the Heritage Lottery Fund for the Coming in from the Cold project from 2018 to 2021.
+ Manchester Libraries and Archives has been awarded £485,000 from the Heritage Lottery Fund as part of the British Library’s Unlocking the UK Sound Heritage project from 2018 to 2021.
+ In total, this amounts to nearly £2.4 million of external funding to Archives+ partners.

3.0 Greater Manchester and Local Studies Partnership

3.1 Archive Accreditation
Manchester and Archives+ have successfully been re-accredited this year by The National Archive and Bolton, Bury, Stockport and Tameside have all been successful in having their archive accredited. The key to the success of this was the collaboration as Greater Manchester Archives and Local Studies Partnership with the four district archives working together to complete the process supported by Manchester and Wigan as previously accredited services.

Accreditation was a key workstream on the GMALSP work plan and the approach of raising standards continues to be a key theme. A key area for development identified in the accreditation process for all services was the need to develop digital preservation to ensure electronic records are can be preserved. Greater Manchester County Record Office is looking to support this by applying to the National Archives Sector Sustainability fund to carry out a scoping project to get a better understanding of the current position and to develop a methodology and identify next steps and a way forward. GMCRO is also considering what resources it requires in the future to best support the ten districts.
3.2 GM Lives
A procurement process for a replacement for GMLives is currently underway and will be funded by the New Burdens funding received by GMCRO in 2017. This funding is awarded for the transfer of the public records from across Greater Manchester to GMCRO on behalf of services which are not approved Places of Deposit and therefore cannot hold public records.

3.3 Action Plan
The most recent copy of the GMALSP action plan is attached as appendix 2.

4.0 Future Priorities

4.1 The following is a summary of future priorities for Archives+ and the County Record Office:

- **Sustainability of the Archives+ Engagement Programme.** The Heritage Lottery Fund funding of Archives+ ended in October 2017. This funding is used to employ the two engagement officers who run the engagement programme. Manchester City Council are considering how best to maintain the extremely successful Archives+ engagement programme.

- **Fundraising and Sponsorship.** A Charitable Development Trust was established for Central Library in 2012 and to date has attracted significant contributions from a range of funding bodies. Sponsors are actively being sought and grants applied for to enable us to continue to develop an activity programme for Archives+ and allow us to take its resources and collections out to communities. Donation boxes are now located in Manchester’s 22 libraries, with proceeds going to the Charitable Development Trust.

- **Income.** There has been success in creating new income streams through retail / café, licensing / reproduction, and family history research. We are continuing to explore further avenues for commercialisation and raising income for Archives+.

- **Digital by Design.** We will continue to work with partners to digitise our collections and make them available online.

- **Enablement and active participation.** Continue to recognise and utilise the benefits of volunteers, communities and the voluntary sector in bringing a wide range of skills and experience to Archives+. We will continue to try and diversify the volunteer base – in particularly with young people, developing skills and helping to create positive pathways to work. We will continue to help activate community and voluntary heritage projects at neighbourhood level.

- **Learning.** Continue to work with schools and partners to ensure the archive collections are used as an inspiration for education, life-long learning developing new skills and creating a strong sense of place.

- **Partnership.** We will continue to build capacity by working in partnership with the Archives+ partners and the local universities
• **Save our Sounds project.** In Spring 2017, the British Library was awarded £9.5 million for the Save our Sounds project. It has three major aims:
  - to preserve as much as possible of the nation’s rare and unique sound recordings
  - to establish a national radio archive that will collect, protect and share a substantial part of the UK’s vibrant radio output.
  - to invest in new technology to receive music in digital format
  - The North West Sound Archive, now held in Archives+, is a key to this project. Four staff will be dedicated to Archives+ to make the collection accessible and to engage people with the collection.

5.0 **National Context – New Vision for Archives**

5.1 In 2016, The National Archives engaged with users, the archives sector, partners and key stakeholders to develop a new strategic vision for archives. They identified key themes and priorities that we need to address in order to deliver the vision including:

  - **Theme 1:** Archives ensure people can have confidence in information and data
  - **Theme 2:** Archives encourage innovation and creativity
  - **Theme 3:** Archives enable collective memories to be kept alive for future generations

5.2 The Report which includes a case study from Archives+ around community engagement was published in February 2017, entitled Archives Unlocked: Releasing the Potential and can be found at [www.nationalarchives.gov.uk/documents/archives/Archives-Unlocked-Brochure.pdf](http://www.nationalarchives.gov.uk/documents/archives/Archives-Unlocked-Brochure.pdf)

6.0 **Recommendations**

6.1 The Committee is asked to note the progress of Archives+ and the Greater Manchester Archives and Local Studies Partnership.
EXECUTIVE SUMMARY

The Archives+ project changes how funders, governing bodies, community organisations and individuals should and do view archives. No longer “dusty” “old-fashioned” or “not for me” Archives+ brings archives to people providing them with new ways to engage, and new opportunities to explore the collections. It does this using methods which are new to most archive services, through interpretative exhibition, social media, large-scale education programmes, volunteering and community activities, all underpinned by detailed audience research.

What we wanted to happen

In April 2012 there were 8 separate organisations providing archival and genealogical services within Manchester. Archives+ wanted to change the traditional model of local authority archive provision, to provide new ways into archives. Most of the services were accessed by a small number of people, most through traditional means. The existing audience for archives was over-representative of the over 55 age group, predominantly white and were mainly regular users, with only 20% using them for the first time. They were mostly driven by a need to find a specific piece of information and the majority of this information was related to family history.

This project wanted to concentrate these archival resources and services in one location, explore new ways of using and interacting with archival materials and to develop and deliver a targeted programme of learning and outreach activity which aimed to bring new audiences in new ways.

Interpretation and Activity Aims

The HLF funded project aimed:

- To create a new public face for Manchester’s heritage offer, bringing together archive partners and providing signposts to other heritage resources and sites.
- To provide unique opportunities to discover, share, celebrate and create the stories of Manchester’s history and communities.
- To enable people to feel that they’ve made a connection with Manchester and its history and been touched by the experience.
- Create a strong sense of place, rooted in welcoming the complexity and multiplicity of stories that together make the history of Manchester and shape the way we are today.
- To deliver the project using innovative design solutions and cutting-edge technology and to ensure input from the widest possible range of co-creators.
- To bring targeted new and expanded audiences to Archives+ through marketing and the provision of exciting and innovative activities and resources.

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• To use the power of heritage as a catalyst for lifelong learning.
• To demonstrate that archives are for everyone, regardless of age, gender, disability, sexuality, religion or any other factor.

Delivery Mechanisms

The project undertook a comprehensive research which sought to understand what was stopping people from engaging with archives, how people wanted to engage with archives and what they were interested in. This was the foundation to design an interpretation strategy for the exhibition and a comprehensive activity programme which sought to reach beyond its core audience.

Target audiences for the project were:
• schools – KS2, KS3 and KS4
• young people aged 14-25 years old
• families with children of primary school age
• black and minority ethnic communities
• non-city centre residents in Manchester
• heritage tourists

Over a 4-year period the intended programme included:
• A digital, interactive exhibition
• Schools Programme
• Marketing Programme
• Families Activity Programme
• Community Programme
• Young People’s Programme
• Website and Social Media Activity
• Training and Evaluation

This was to be delivered using a budget of £624,113 and a team of 4 staff.

The story of what happened

Overview of Activity and achievements

As well as the exhibition in Central Library, the project undertook an imaginative and wide ranging programme of engagement activities. These ranged from longer term projects with prisoners at HMP Manchester to school visits and handling sessions within the exhibition itself.

The Archives+ project had a number of specific targets and the priority metrics are included below along with two web metrics added later in the development of the project.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Priority Targets</th>
<th>Actual 2013 – 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>500 families per year take part in the workshop programme.</td>
<td>22,000 families</td>
</tr>
<tr>
<td>8</td>
<td>2000 school children participate in workshop programme per year</td>
<td>15,885 school children</td>
</tr>
<tr>
<td>9</td>
<td>30 secondary schools will participate in outreach workshop programme per year</td>
<td>43</td>
</tr>
<tr>
<td>19</td>
<td>Youth Volunteering Programme: 12 youth volunteers recruited pa. 10 youth volunteers complete placements pa.</td>
<td>14 recruited; 10 completing placements.</td>
</tr>
<tr>
<td>22</td>
<td>Develop events programme working with young volunteers. 12 events pa delivered 300 young people attending events pa</td>
<td>19,125 young people attending events</td>
</tr>
</tbody>
</table>
Main exhibition

“Without the exhibition we would just be a local history library, the project has helped us to encourage visitors and to help shift our resources to new areas” Staff member

The exhibition created an informal, relaxing space which enabled people, particularly those that would not normally use archive services, to engage freely with the displays. The exhibition, which is open to the public 6 days a week (with occasional 7 day opening) has created a “shop front” which has been instrumental in removing barriers to engagement with archives. The exhibition introduces and explores the archive collections, aiming to inspire, encourage, surprise and engage. This is achieved through a range of high-tech exhibitions, the display of original archival material, film booths and interactivity. In 2016 in response to the question How would you rate the Archives+ interactive exhibition? 37% rated the exhibition excellent and 18% rated it good.

Staff have found the exhibition has provided a way to introduce archives comprehensively and that visitors have demanded additions to the stories explored by the exhibition. On several occasions this has resulted in the donation of archives to the collections, enabling Archives+ staff to add new stories to the exhibition.

Family Learning Activities and Experiences

Family learning has taken place through the exhibition and a range of almost 600 non-school events and activities during the project. Over the course of the project over 22,000 families have taken part in workshops and activities as part of the project, substantially more than the target of 500 per annum. Events have been innovative and exciting while also maintaining the link to archive collections. Volunteers have supported the delivery of family events, supporting events and helping volunteers to develop new skills. Usually events include mix of both art and craft type activities and the opportunity to handle original archive material.

Schools Programme

The project has developed a comprehensive schools offer including themed workshops at Central Library for key stage 1 and 2 and workshops and assemblies for key stage 3. Crucially these activities are linked with particular curriculum themes and involved both studying archive material and engaging with the interactive exhibition. Over the course of the project almost 16,000 students have engaged with the project, against a target of 2,000 student engagements per annum.

Learning opportunities for young people

“I love history. We don’t do anything like this at school, it’s all about wars not local stuff,” Olivia 13, Ladybarn

Young people were attracted to the project through the design of the main exhibition, a programme of youth volunteering, a series of monthly events for young people, planned by young volunteers; the development of partnership projects with youth organisations. As with other sections of the
project the activities were highly innovative, designed to meet participants interests and unique to the archive environment e.g. Umbrella Doodles, Zombies in the Archives. Events were a mix of large scale, and smaller, more intimate events and programmes. Over 19,000 young people (aged 13-15 years old) engaged with archives during the programme through events and activities, well above the target of 400 young people per annum.

Community
Community activity was undertaken throughout the project and delivered through community exhibitions and partnership working. A community exhibition space was created in the basement of Central Library and during the project some community displays were shown in an area of the main exhibition. The team have also used archives in a highly creative way which has helped make them more relevant and accessible to community audiences. In particular they have frequently used the collections as the source of inspiration for community group projects.

Heritage Tourists
The main exhibition is designed to be the principal means of engagement with the “heritage tourists” audience group. Evaluation of visitor comments and interviews shows that visitors feel their visit has enhanced their experience of Manchester.

“Great surprise and a brilliant addition to a trip to the Christmas markets” Visitor comment

“This has become my favourite place in Manchester” Visitor comment.

Stand point survey data has shown that 24% of visitors to Manchester Central Library are from outside the North West or international visitors.

Volunteering
In the project a range of volunteering opportunities and placements were offered, particularly targeted at the priority group of young people. The programme was tailored to the needs and interested of those involve and the evaluation has shown that volunteering has brought a range of benefits including enhanced skill levels for specific tasks e.g. customer services, public speaking skills. In addition, volunteers have noted increases in their confidence levels.

Online and Social Media
The project aspired to use social media to develop information and create interactivity around the collections through online participation from audiences. Interactivity with people is most evident on the very popular Flickr site. The Archives+ project also created a website which holds a selection of curated collections, learning resources for schools and information about events. There has also been online social media activity as well as social media embedded into the main exhibition. Visitors are able to interact with others by sending electronic postcards from the exhibition.

Although the project has had some success in using social media to engage with people it has struggled to reach its targets for digital engagement through the website and social media. This is clearly an area for future development.

The Archives+ Partnership
The partnership of archive organisations was a key driving force behind the project and all partners have seen benefits from their participation. The main added value has been:
• Sharing of skills and expertise
• Providing a better collections offer for people with a greater range of material in particular subject matters.
• Easier access for the public

The areas of impact and outcomes of the project

In evaluating the project we have considered what difference the project has made. We have identified 4 main areas of impact: on audience for archives, on people, on archive services and their resilience and on the heritage.

Audiences for archives

It is clear from the priority metrics that audience development was a major achievement for the project. Prior to the project the constituent archive services of Archives+ reached c.15,000 people annually. It is estimated that in 2016/17 around 1.2 million people engaged with archives through the Archives+ exhibition and archive programme. The engagement through activity and interpretation was not at the expense of the traditional archive reading room engagement, where numbers were virtually maintained during the period of the project. This is in contrast to many archive service reading rooms which are seeing reductions in the numbers using on-site reading rooms.

Audience development is about more than numbers through the door. Through the Activity Programme the project has reached a far wider audience than similar activity undertaken before the project.

• the age of people engaged in the Archives+ activity programme is far wider and more evenly spread.
• peaks in the age of engagement with archives are now at aged 6-10 years and 26-59 years, rather than over 55 years old.
• 67% of respondents to the Viewpoint survey described their ethnicity as White, compared to the previous almost 100% White audience previously at Greater Manchester Archives and Manchester Archives and Local Studies.
• increased numbers of families (22,090) and young people (19,125) engaging with archives throughout the project.

Impacts on people and communities

The evaluation programme has notes the impact of the programme in a range of areas:

• Increased awareness of and confidence in using archives
• Development of new skills and confidence
• Creation of pride and a connection with Manchester
• Enjoyment
• Increase in knowledge and understanding

Impact on the heritage

Seeing the Archives+ exhibition has led several groups to deposit and donate collections with the service. This means that more archives are preserved, available and accessible.

Impact on the Archive Services and their resilience
The Archives+ project has had direct impact on the archive services, how they are managed and their strength. The exhibition and activity plan have enabled them to reach new audiences and provide new routes into archives. The co-location of services and partnership working has increased staff skills and enabled closer working. The project as a whole, particularly the exhibition and its location in Central Library has increased the profile of the services, helping to secured funding and support.

**Areas where the impact of the project was not as expected**

Archives+ created a website to showcase the collections, provide interactivity and a source of learning resources. While the website has received a large number of views, its use fall short of the target set. Feedback from the Archives+ partners in the end of project interviews stated that they felt the website was perhaps one of the less successful areas of the project.

**Reasons for Impacts and Critical Success factors**

Archives+ is clearly different from other archive services and as a result of this we have considered which factors influenced the success of the project and whether lessons could be learned by other archive services.

There were 6 key factors which were critical to the project’s success:

1. Relocating the archives to Manchester Central Library
2. Use of digital technologies
3. Placing the users interests and needs at the heart of the service design
4. A greater range of entry points and changing how people connect with archives
5. An outward facing proactive approach to service delivery
6. Strong leadership, vision, shared ethos, passionate skilled staff

**Lessons for Archives+**

This report outlines a number of clear lessons for the Archives+ partnership which we summarise here:

1. The Archives+ principles and ways of working have been successful in achieving the project’s aims. How will these be maintained?
2. Placing the audience at the heart of exhibition, service and programme design has been highly successful for the project. How will Archives+ continue to talk to audiences and respond?
3. Archives+ is part of a much bigger building and organisation, but its distinctiveness is its collections and stories.
4. As the exhibition becomes an established part of the library offer temporary exhibitions are slipping into the space. This damages the original interpretation plan and could result in a less impactful exhibition.
5. The Partnership needs work to maintain these results and it needs to consider its future plans. How should the Archives+ partnership develop? How is it best to work together and in what areas is it best to work as individual services?
6. The only area where the partnership has underachieved is in the website and online environment. How could this be used to further interactivity with users and to engage target audiences?
7. Although the exhibition and programmes were designed to support a range of levels of engagement with archives they haven’t always encouraged deeper use of collections. How
could Archives+ use the exhibition to draw people into deeper exploration of the collections, if that is what they want, without dissuading those seeking a fleeting engagement?

Lessons for other Archive Services

The Archives+ project was designed to meet the needs of a specific target audience and to capitalise on the specific opportunity presented by the redevelopment of Central Library. It would be difficult to transfer this exact programme and exhibition to another archive.

There are however, several lessons learnt from Archives+ which could be transferred to other services:

- Plan audience development by consulting with and responding to audience needs and interests.
- Services as small as archives should concentrate on working in partnership with larger organisations/events.
- Value all engagement with archives equally, however fleeting.
- Provide shop window(s) to your archives enabling people to explore collections easily without needing a search question.
- Design flexible, interpretative digital exhibitions for archives which can be easily updated.
- Don’t copy the Archives+ model without similar research and recognition of the environment you are working in.

Conclusion

The Archives+ project has achieved its aims, beating targets comprehensively and increasing the resilience of its partner archive services. Archives+ now has a challenge to maintain this momentum and to continue this work without HLF support. The challenge for other archive services is to understand this project and to test whether the lessons learnt are transferable.
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1 WHAT WE WANTED TO HAPPEN

The Archives+ project is not merely about combining archive services. It seeks to provide an exploration for the history of the people of Manchester through its archives; it aims to provide a new visitor destination for the city and throughout this it aims to use new technology and create an interactive relationship with its users and visitors.

Archives+ Activity and Interpretation Plan, April 2012.

Archives+ wanted to change the traditional model of local authority archive provision, to provide new ways into archives. The traditional model of a local authority archive service is to provide access to archives through a publicly accessible research room, supported by an enquiry service, an online catalogue and online access to digitised archives. Some archive services also provide small engagement and schools programmes. Providing interpretation of archives is not a traditional role for archive services.

In April 2012 there were 8 separate organisations providing archival and genealogical services within Manchester. Some were remote but with top class storage and access conditions, some were within other services and some were hidden gems holding archives in poor storage and access conditions. Most of the services were accessed by a small number of people, most through traditional means. The existing audience for archive use was over-representative of the over 55 age group, predominantly white and were regular users with only 20% using them for the first time. They were mostly driven by a need to find a specific piece of information and the majority of this information was related to family history. Most of the partner services did not have regular, proactive public engagement programmes and nor did they have comprehensive programmes for schools.

THE ARCHIVES+ PARTNERS

Greater Manchester County Record Office (Association of Greater Manchester Authorities)
Manchester Archives & Local Studies and Special Collections (Manchester Library & Information Service, Manchester City Council)
British Film Institute Mediatheque
North West Film Archive (Manchester Metropolitan University)
Ahmed Iqbal Ullah Race Relations Resource Centre (University of Manchester)
Manchester & Lancashire Family History Society
Manchester Registration Service (Historic Registers)
This project wanted to concentrate these archival resources and services in one location, explore new ways of using and interacting with archival materials and to develop and deliver a targeted programme of learning and outreach activity which aimed to bring new audiences in new ways.

1.1 INTERPRETATION AND ACTIVITY AIMS
The HLF funded project aimed:

- To create a new public face for Manchester’s heritage offer, bringing together archive partners and providing signposts to other heritage resources and sites.
- To provide unique opportunities to discover, share, celebrate and create the stories of Manchester’s history and communities.
- To enable people to feel that they’ve made a connection with Manchester and its history and been touched by the experience.
- Create a strong sense of place, rooted in welcoming the complexity and multiplicity of stories that together make the history of Manchester and shape the way we are today.
- To deliver the project using innovative design solutions and cutting-edge technology and to ensure input from the widest possible range of co-creators.
- To bring targeted new and expanded audiences to Archives+ through marketing and the provision of exciting and innovative activities and resources.
- To use the power of heritage as a catalyst for lifelong learning.
- To demonstrate that archives are for everyone, regardless of age, gender, disability, sexuality, religion or any other factor.

1.2 PROJECT PRINCIPLES/ASSUMPTIONS
In defining and driving how and why the Archives+ project was designed, the team created a number of key principles for the project:

- The ultimate aim of the work under this Manchester Archives+ project is not necessarily to drive footfall into the building or to the reading room, but to connect to users in a way which is most appropriate to them. There are numerous ways of interacting with Archives+: online, through social media, off site projects or visits to the exhibition.
- The project should be based upon the archival collections that are held by the partners and should seek to create links between these collections and target audiences.
- The added value of Archives+ is in the partners working together on delivering the activity plan and exchanging skills. Project staff will have an important role in brokering relationships between the totality of the collections and communities.
- Interactivity with audiences is key to the project.
- The project will seek to explore all forms of new technology to engage and interact with audiences, resulting in a strong digital and social media focus. This builds upon work already undertaken by partners.

1.3 DELIVERY MECHANISMS
To achieve these aims, the project designed an interpretation strategy for the exhibition and a comprehensive activity programme. These were designed to deliver the project aims and to particularly deliver the audiences and audience numbers required. The project sought to understand
what was stopping people from engaging with archives, how people wanted to engage with archives and what they were interested in. This resulted in a research programme which developed knowledge about audiences, consulted the target audience groups and responded to their needs. Consultation consisted of focus groups with target audience groups, interviews with gatekeepers to these groups and an ongoing programme of user involvement and feedback.

The project sought to reach beyond its core audience of over 55s, library users, and Family history researchers. Target audiences for the project were:

- schools – KS2, KS3 and KS4
- young people aged 14-25 years old
- families with children of primary school age
- black and minority ethnic communities
- non-city centre residents in Manchester
- heritage tourists

This resulted in a directed programme of activity that responded to the needs of the target audiences and provided programmes of activity and interpretation that met those needs.

Over a 4-year period the intended programme included:

- A digital, interactive exhibition
- Schools Programme
- Marketing Programme
- Families Activity Programme
- Community Programme
- Young People’s Programme
- Website and Social Media Activity
- Training and Evaluation

This was to be delivered using a budget of £624,113 and a team of 4 staff:

- Communities Officer (f/t 4 years)
- Learning Officer (f/t 4 years)
- Digital Preservation and Access Officer (p/t 4 years)
- Exhibition Curator and Researcher (p/t 1 year)

The partner organisations also contributed some of their own resources to the programme. This programme and the move to Manchester Central Library also resulted in developments in some of the core services and operations of the partners. The main additional resources from the partners were:

- Partner staff time to support the Public engagement programmes and associated resources
- Partner staff and volunteer time to support the help desk
- Volunteer time for the family history help desk
- Staff and volunteer input into the exhibition
### 1.4 Evaluation Methodology

The evaluation was designed to support the development of the project as well as to provide information for the main funders, the Heritage Lottery Fund. We set out to ascertain:

- Whether you achieved what you set out to.
- How well you achieved it.
- What impact the activity has had.
- The reasons for these impacts

A process of evaluation was implemented from the start of the project so that ongoing reflection and development could take place throughout the life of the project. Staff training and tools were provided by the consultants to support this process. Three evaluation reports were created to aid reflection with this final report summing up key findings.

The development of the evaluation methodology began by considering the expected outcomes from the project, then examined the expected indicators of success. Both outcomes and indicators influenced the type of evidence which was collected, as described in the table below:

<table>
<thead>
<tr>
<th>Outcomes:</th>
<th>Indicators of Success:</th>
<th>What type of evidence will you collect?</th>
<th>How will you collect the evidence and when?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase use of Archives+ partner collections.</td>
<td>Targets are met for numbers of people participating in programme areas: exhibition, outreach, schools, online etc.</td>
<td>Counting numbers attending.</td>
<td>All numbers collected at all times</td>
</tr>
<tr>
<td>Change the profile of archive users.</td>
<td>More diverse users participate. Increase in YP, BME, families, heritage tourists.</td>
<td>Socio economic profile gathered through: Interview Viewpoint at exhibition Online survey</td>
<td>Sample of events and activities. All longer term programmes. Online sample</td>
</tr>
<tr>
<td>To create a strong sense of place and enable people to feel a connection with Manchester.</td>
<td>Participants say they feel a connection and sense of pride in the city as a result of participation in the programme.</td>
<td>Visitor comments: books, walls, digital postings Visitor interview. Analysis of Creative responses.</td>
<td>Open comments facility to be available at all one off events. Creative response to capture this to be included in longer term programmes. Sample interviews/discussion</td>
</tr>
<tr>
<td>Increase visitor’s awareness, understanding and confidence in using archives.</td>
<td>Visitors report that they have increased their confidence, understanding and skills in using archives.</td>
<td>Visitor comments: books, walls, digital postings Visitor interview. Analysis of Creative responses.</td>
<td>Open comments facility to be available at all one off events. Creative response to capture this to be included in longer term programmes. Sample interviews/discussion</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Evaluation Method</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Improve volunteers’ skills, confidence and employability.</td>
<td>Volunteers report and are observed improving skills and confidence. Volunteering leads to employment or further training.</td>
<td>Volunteer interviews. Volunteer diaries. Observation of volunteers. Analysis of creative responses. (Volunteer coordinator to develop plan to capture).</td>
<td></td>
</tr>
<tr>
<td>Raised profile of Archives+ and central library amongst non city centre residents</td>
<td>Non city centre residents report that they are now aware of Archives+ and the central library and intend to visit. Proportion of non city centre visitors to Archives+ venue.</td>
<td>Participants in outreach programmes interviews. Survey of visitors to venue Sample interview/discussion in outreach. Sample visitor survey.</td>
<td></td>
</tr>
<tr>
<td>User enjoy their experiences and enhance their learning and social experiences.</td>
<td>Visitors report enjoyable experiences. Visitors observed having positive experiences. Learning and social outcomes reported, observed, captured.</td>
<td>Visitor comments: books, walls, digital postings Visitor interview/discussion. Analysis of Creative responses. Detailed evaluation of longer term programmes, involving the above.</td>
<td>Open comments facility to be available at all one off events. Creative response to capture this to be included in longer term programmes. Sample interviews/discussion Viewpoint</td>
</tr>
<tr>
<td>Involve users in the development of services and the collections.</td>
<td>Active levels of participation of users in the development of services including online. Participants say they feel involved and their views and contributions are valued.</td>
<td>Visitor/participant interviews Sample interview</td>
<td></td>
</tr>
<tr>
<td>Improve archive services through partnership working.</td>
<td>Partners actively involved in the programme. Partners report that they feel positive about the partnership. External orgs signpost to Archives+ and vice versa. Users report that they have benefited from the partnership approach.</td>
<td>Partner interviews User interview Sample user interview</td>
<td></td>
</tr>
<tr>
<td>Archives+ to add to the visitor experience in Manchester and contribute to the success of the Manchester Central library.</td>
<td>Archives+ part of City tourism campaigns. Visitors report that they have come to Manchester specifically to visit Archives+</td>
<td>User interview Staff comments. Analysis of relevant literature e.g tourist campaign Staff interview/project reflection workshop.</td>
<td></td>
</tr>
</tbody>
</table>

Consultants, Janice and Jane designed the collection of evaluation data, which was undertaken by project staff. This data was analysed by the consultant team and is listed in Appendix 2.
2  THE STORY OF WHAT HAPPENED

This section of the report analyses the project looking at what happened, the areas of impact and highlighting the evidence of that impact. The main areas of activity are described below, followed by the key areas of impact.

2.1  OVERVIEW OF ACTIVITY AND ACHIEVEMENTS

As well as the exhibition in Central Library, the project undertook an imaginative and wide ranging programme of engagement activities. These ranged from longer term projects with prisoners at Strangeways to school visits and handling sessions within the exhibition itself.

The Archives+ project had a number of specific targets and the priority metrics are included below along with two web metrics added later in the development of the project. The project’s targets for physical engagement were well exceeded. Some of the online targets were below original expectations.
<table>
<thead>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>500 families per year take part in the workshop programme.</td>
<td>1560 families</td>
<td>4046 families</td>
<td>2262 families</td>
<td>2914 families</td>
<td>22,090 families</td>
</tr>
<tr>
<td>8</td>
<td>2000 school children participate in workshop programme per year.</td>
<td>936 schoolchildren participated</td>
<td>5577 Schoolchildren participated</td>
<td>3456 schoolchildren participated</td>
<td>3306 Schoolchildren participated</td>
<td>15,885 school children</td>
</tr>
<tr>
<td>9</td>
<td>30 secondary schools will participate in outreach workshop programme per year.</td>
<td>30</td>
<td>20</td>
<td>13</td>
<td>18</td>
<td>43</td>
</tr>
<tr>
<td>19</td>
<td>Youth Volunteering Programme: 12 youth volunteers recruited per year; 10 youth volunteers complete placements per year.</td>
<td>12 youth volunteers recruited; 10 completed placements</td>
<td>14 Youth Volunteers recruited, 10 completing placements</td>
<td>14 Youth Volunteers recruited, 10 completing placements</td>
<td>14 Youth Volunteers recruited, 10 completing placements</td>
<td>14 recruited; 10 completing placements.</td>
</tr>
<tr>
<td>22</td>
<td>Develop events programme working with young volunteers. 12 events per year delivered. 300 young people attending events per year.</td>
<td>1956 young people attending events</td>
<td>4588</td>
<td>3124 young people attending events</td>
<td>2093 Young people attending events</td>
<td>19,125 young people attending events</td>
</tr>
<tr>
<td>23</td>
<td>Social media presence: Twice-weekly postings to Facebook, 200 likes on Facebook in 1st 6 months.</td>
<td>147 Likes</td>
<td>141 Likes</td>
<td>345 Likes</td>
<td>993 likes by December 2017</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Develop mailing lists of youth workers. Network of 50 youth workers.</td>
<td></td>
<td></td>
<td></td>
<td>Metric cancelled due to loss of youth workers</td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td>Archives+ Flickr</td>
<td>3,326,328 image views</td>
<td>5,785,819 image views</td>
<td>4,086,848</td>
<td>26.4 million views by December 2017</td>
<td></td>
</tr>
</tbody>
</table>
2.2 Main Exhibition

"Without the exhibition we would just be a local history library, the project has helped us to encourage visitors and to help shift our resources to new areas" Staff member

The exhibition created an informal, relaxing space which enabled people, particularly those that would not normally use archive services, to engage freely with the displays. The exhibition is situated on the ground floor of Manchester Central Library in an open plan area. It is not only in a prominent area of the entrance to the library but it's position and open plan design means many visitors pass through it. Ease of access is particularly apparent in the café area, which blends café furniture and exhibition together. The exhibition design cleverly blurs the edges of the exhibition with the café and library areas meaning that many people access the archive exhibition accidently. Observation of visitors and visitor interviews showed that many people were “just passing” through the exhibition but then stopped to look at something of interest. The exhibition has been a platform for the archive partners to display material publicly, whereas previously many of the partners did not have a permanent physical space which was open to the public. The exhibition, which is open to the public 6 days a week (with occasional 7 day opening) has created a “shop front” which has been instrumental in removing barriers to engagement with archives.

“It has completely changed the way in which people access our services. For us it was all about the exhibition pods and being in the city centre. It brought massive footfall” Archives+ partner.

The exhibition introduces and explores the archive collections, aiming to inspire, encourage, surprise and engage. This is achieved through a range of high-tech exhibitions, the display of original archival material, film booths and interactivity. These exhibitions are content controlled by Archives+ staff and have been regularly updated during the project and will continue to be updated. The digital nature of the displays means that the content of the exhibition can be regularly changed to link with large public library events e.g. Chinese New Year, which has drawn visitors from the events to the exhibition area.

The exhibition is a standard question in the Viewpoint survey which is a stand alone survey tool in Central Library. In 2016 in response to the question How would you rate the Archives+ interactive exhibition? 37% rated the exhibition excellent and 18% rated it good. 37% of respondents said that they did not know how to rate the exhibition, presumably as they had not visited but had passed through Shakespeare Hall to other parts of the library.

The Archives+ team also undertook observation of users in the exhibition on two occasions in 2015 and sporadically from then on. They also interviewed visitors to the exhibition and received feedback through the interactivities themselves. Staff report receiving very positive comments from visitors that they have interacted with. Staff in particular noted that there was a high level of repeat visits which indicates visitor satisfaction.

"The Ground floor is like the Bat Cave of Archives” John – Volunteer from Greater Manchester

The main factors contributing to satisfaction levels were reported by users as:

- All family members being able to participate.
- Shared experiences e.g. Collections acting as a catalyst for parents and grandparents being able to tell children about the past.
- Informal, relaxed atmosphere which encourages participation and enjoyment.
Interesting programming and relevant content and collections.  
Changing exhibits and activities.  
A whole day out experience.

This research also identified areas where the exhibition was less successful and the library invested in changes to the exhibition to overcome these issues.

For staff the exhibition has provided a way to introduce archives comprehensively that wasn’t available before. Staff describe how the digital displays were a really useful resource for helping to explain to people what an archive is and which enables them to quickly demonstrate a whole range of archive material in the one area. The exhibition also includes a Taster Session table for introducing original archive material and spaces to allow class sessions to take place within the exhibition space. This works well and provides a different experience for children from the classroom.

“It is not easy to explain what an archive is in outreach, the digital exhibits really help with this”. Staff member

Perhaps the greatest indicator of the success of the exhibition has been the demands by visitors for additions to the stories explored in the exhibition. These stories are usually absent due to a lack of relevant archives, which the visitors can often supply. On several occasions this has resulted in the donation of archives to the collections, enabling Archives+ staff to add new stories to the exhibition.

**Evidence: Visitor interviews**

In rating their visit, 50% of interviewees rated their visit as 10 out of 10, with all interviewees awarding 8 out of 10 or above.

The visitor interviews also sought to identify any learning outcomes as a result of visiting the exhibition. 64% of interviewees reported that they had felt that they had learnt something from the exhibition. The majority of interviewees identified living conditions in the past as being the prime area of learning. Interviewees (22%) also mentioned learning about specific events in the past, including the Peterloo massacre, the meeting of Rolls and Royce and the Victoria Baths.

We also asked people what they would say the exhibition was about if they were describing the exhibition to someone else. The majority of people (64%) primarily described the exhibition as being about the Manchester area and its history. A smaller number (21%) described the exhibition as being about the past and living conditions. A few people mentioned archives as a second response and none mentioned archives as their first response.

Finally, we also asked people whether anything they had seen in the exhibition would change their perception of Manchester. Some people (17%) reported that their perception was already positive. A majority of people (67%) reported that their perception had been altered by something they had learnt in Archives+. People reported a variety of changes in perception including:

- Being enlightened about events in the city in the past
- Learning about living conditions in Manchester in the past
- Money has been well spent in the library
Family Learning Activities and Experiences

The plan for family learning was two-fold, for the design of the exhibition to allow families to learn together and share experiences and for an events programme to be designed specifically for families. Timetabled at an accessible time and often linked to local and national events, this programme has been a real success of the project. 192 non-school events were provided in 2014/15, 130 in 2015-16, 139 in 2016/17 and 131 in April-Oct 2017/18. Events have been innovative and exciting while also maintaining the link to archive collections. Volunteers have supported the delivery of family events, supporting events and helping volunteers to develop new skills. Usually events include mix of both art and craft type activities and the opportunity to handle original archive material. These events have included:

- Manchester Literature Festival Family day
- Regular holiday activities
- Manchester Mega Mela
- Children’s book festival
- War Horse Day – Puppet Making, Handling session and Living History Character
- Extravaganza days with activity across Central Library
- Lego stop-motion workshop
- Sunday Fundays e.g. grandparents day

Over the course of the project over 22,000 families have taken part in workshops and activities as part of the project, substantially more than the target of 500 per annum. The majority of families engaged have children in the 6-10 age group, but the project has also reached intergenerational groups. The majority of these activities have taken place in partnership with bigger organisations and events e.g. The Science festival, Manchester Histories Festival, which has helped to raise the profile of events with larger and more diverse audiences.

The activity plan for the project included particular targets for family activity outside the city centre and with Black and Minority Ethnic Communities. Over the course of the project the majority of events have taken place outside Manchester City Centre,
Activities have taken place in support of Refugees Week, Black History Month and International Mother Language day, amongst others.

The impact of this programme on participants has been overwhelmingly positive. Staff report high levels of satisfaction from participants noting how families have enjoyed the range of hands on activities on offer “Great activities for small and bigger children”. The opportunity to handle original material from the past has been noted as a particularly special experience as has the atmosphere, staff and building have “This has become my favourite place in Manchester.”

2.1 SCHOOLS PROGRAMME
Prior to the Archives+ project the individual archive services had very small schools programmes, with the exception of the programme at the Ahmed Iqbal Ullah Race Relations Resource Centre. The Activity Plan for the project aimed to target formal education users across both KS2 in Primary Schools and KS3 and KS4 in Secondary Schools.

The project has developed a comprehensive schools offer. Key stage 1 and 2 students are offered a themed workshop at Central Library, linked with particular themes such as Manchester and the localities, involving a tour of the building and studying archive material and the interactive exhibition. For Key Stage 3 students the offer is concentrated on workshops and assemblies in school. The service is also a partner in the English Heritage Schools World War One package.

In response to the original Activity Plan research, the offer includes free online resources for schools to use before and after a visit. These resources cover topics such as the Manchester Ship Canal, Manchester Communities and the history of mental health. It also includes archive material and related guided walks of the area.

Over the course of the project almost 16,000 students have engaged with the project, against a target of 2,000 student engagements per annum. The majority of these engagements have been with primary school pupils, which is a usual demographic breakdown for most cultural venues due to the restrictions of the secondary curriculum.
Over 90% of these engagements are with students from outside the city centre, taking place both in Central Library and on-site in schools. Schools programmes are delivered in partnership with a range of external organisations including: Peoples History Museum; English Heritage and the Yellow Brick Road Theatre Company.

2.5 LEARNING OPPORTUNITIES FOR YOUNG PEOPLE

"To be honest when they said we were coming to the Library I thought it was going to be boring but this is amazing, there’s so much stuff to do. I didn’t know all this stuff happened near where I live. I’m going to come back this weekend." Romanie, aged 17, part of Eastlands homes youth forum after a tour of the Library and viewing relevant archives in the search room. (staff saw her the following Saturday showing the exhibition to her friend.)

"I love history. We don’t do anything like this at school, it’s all about wars not local stuff," Olivia 13, Ladybarn

Young people were attracted to the project through the design of the main exhibition, a programme of youth volunteering, a series of monthly events for young people, planned by young volunteers; the development of partnership projects with youth organisations.

Over 19,000 young people (aged 13-15 years old) engaged with archives during the programme through events and activities. This is well above the target of 400 young people per annum. The programme of events was developed with around 13 young volunteers that were very involved in the planning and management of the programme. They were particularly involved in suggesting ideas for the events programme such as creative writing and sewing workshops. This approach has not been without its challenges however, this involvement has helped to ensure the programme was relevant to the target audience and hence make it attractive to participants.

As with other sections of the project the activities were highly innovative, designed to meet participants interests and unique to the archive environment e.g. Umbrella Doodles, Zombies in the Archives. Events were a mix of large scale, and smaller, more intimate events and programmes. Again, as with other sections of the project, the young people’s activities were delivered in conjunction with experienced practitioners in this area including: Young Enigma, Junkshop, Manchester Mega Mela, MUU, MaD Theatre, Creative Tourist, Wow Zone, Artists Sarah Marsh, Chorlton Book Festival, Manchester Guided Walks, Musical Youth Uk.

Some areas of the activity plan were not delivered as envisaged. Handling boxes were replaced by regular handling session within the exhibition space. The programme of activity and training with youth workers was removed from the programme following the suspension of the council’s youth worker programme. The project sought and found different ways to work with youth and community groups throughout the project.

2.6 COMMUNITY

Community activity was undertaken throughout the project and delivered through community exhibitions and partnership working. A community exhibition space was created in the basement of Central Library and during the project some community displays were shown in an area of the main exhibition. This community exhibition space has been regularly used by partners to co-create
exhibitions with community groups. These spaces have been a hub for community representation and ownership of the project. For example the Ahmed Iqbal Ullah Race Relations Resource Centre worked with the Manchester Refugee Support Network heritage project to produce an exhibition highlighting the experiences of refugees. This material has since become part of the Radical Thinking section of the main exhibition at Archives+.

The team have also used archives in a highly creative way which has helped make them more relevant and accessible to community audiences. In particular they have frequently used the collections as the source of inspiration for community group projects. For example at Ladyburn, A Youth Motivation project, old recipes were used for a cooking project and illuminated letters were also used as inspiration for designing posters for an intergenerational event. Finding creative ways to use archives and link them to the interests of a community group has been real strength of the programme.

The community activities have enhanced local library offers and in some cases help build capacity locally. In one project the Archives+ staff trained a local volunteer run library staff in the use of digital technologies so that they could in order to build digital capacity within their own locality.

Initially the community outreach was initiated by Archives+ staff approaching partners. As the projects reputation has grown community partners now actively seek to work with Archives+, a testament to the project’s success.

2.7 Heritage Tourists
The Activity Plan envisaged that the main exhibition would be the principal means of engagement with the “heritage tourists” audience group, along with the taster sessions in the exhibition space. Evaluation of visitor comments and interviews shows that visitors feel their visit has enhanced their experience of Manchester.

“Great surprise and a brilliant addition to a trip to the Christmas markets” Visitor comment

“This has become my favourite place in Manchester” Visitor comment.

Stand point survey data has shown that 24% of visitors to Manchester Central Library are from outside the North West or international visitors. These visitors regularly review the service online, particularly on TripAdvisor:

“Wow! A really modern library, in an old building. We ambled around the various multi-media exhibitions, watched an episode of a long forgotten television programme in the BFI pods, had a coffee, used the facilities, played with the moving bookcases looking for parish registers and marvelled at the dome in the delightfully old-fashioned reading room.” TripAdvisor review.

Survey data also shows that visits to Archives+ is having an effect on these visitors with a majority of visitors (67%) reported that their perception had been altered by something they had learnt in Archives+.

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1Report to Manchester City Council, Communities and Equalities Scrutiny Committee – 20 July 2016

JANE DAVIES AND JANICE TULLOCK
2.8 VOLUNTEERING

Archives+ offers a range of volunteering opportunities and placements. These were particularly targeted at young people. Over the duration of the project, there have been 16 volunteer placements that have been recruited by working with library staff and through direct marketing at student fairs.

The volunteering programme was tailored to the needs and interests of those involved. One of the specific areas of focus of the programme has been digital volunteers. Through the digital journalist programme, the project was able to tailor activity to the needs of individuals and support the volunteers to develop relevant skills.

Evaluation from volunteer surveys and interviews with partner staff has shown the volunteering programme to bring a range of benefits including in skills relating to the tasks undertaken. In addition, volunteers have noted increases in their confidence levels. One archive volunteer suffers from a “social anxiety condition” and working at the archive contributing blogs, has helped increase her confidence. “K’s Tutor commented on how pleased she has been with the progress K has made on her placement.”

Volunteers noted that they had gain skills in using archives as well as customer services, public speaking skills and confidence.

“It’s not just about taking from them [the volunteers].” Staff member

“I learnt how to digitise archives, manipulate the image and upload on to public sharing websites like Flickr” Volunteer

“I learnt knowledge, time management and communication” Volunteer

CASE STUDY

Young volunteer programme improving services for young people

Archives+ is operating a 6 month volunteer placement programme for young volunteers mainly aged 16-25.

Areas of Impact

• Improved skills, confidence and increased the employability of those taking part.

• Increased the capacity of the organisation to deliver events, activity and social media.

• User involvement (young volunteers) has brought relevant, fresh ideas to the organisation.

• Young Volunteers have been able to market the services to other young people they know.

“Working with young volunteers meant that we were able to provide activities and digital content that are relevant to the age group.” Staff member.

“Archives+ is an excellent volunteering opportunity which gives people a great taste of working in an archive environment and provides new skills.” Volunteer.

Reasons for success

• Activity and roles are tailored to the interests and skills of the young people.

• A flexible timetable accommodates the availability of volunteers.

• The volunteers are delivering meaningful tasks which enhance the service.
2.3 Online and Social Media

Archives+ seeks to change the relationship between the archive and the user, to explore and encourage new methods of participation. We recognise that not every person wants to use archives in the same way, they don’t all wish to undertake research or volunteer for projects.

The Archives+ project created a website which holds a selection of curated collections, learning resources for schools and information about events. There has also been online social media activity as well as social media embedded into the main exhibition. Visitors are able to interact with others by sending electronic postcards from the exhibition.

The project aspired to use social media to develop information and create interactivity around the collections through online participation from audiences. Interactivity with people is most evident on the very popular Flickr site. Here people react to images, tagging and commenting on what they see. Sadly, the interaction is not two-way and staff are not able to respond to comments.

Although the project has had some success in using social media to engage with people it has struggled to reach its targets for digital engagement through the website and social media. Following the ending of the digital officers post it has been difficult to get data from WordPress, Twitter, Facebook etc. The impact of the website has also been difficult to assess but in the early stages of the project this was clearly an area of difficulty.

It is interesting to note that during the project the individual partners have increased their own online presence through digitisation and online cataloguing outside the scope of this project. In the final interviews some partners noted that they hadn’t been able to contribute a great deal to the Archives+ website and that this may have contributed to its lack of success.

2.10 The Archives+ Partnership

Archives+ enhanced the partnership of the 7 partner organisations. The 7 partners moved to the central library and contributed to the joint projects of Archives+. A key mechanism for the delivery of the joint projects was the project staff which were funded by HLF. A partnership infrastructure was also created through regular themed meetings and working groups. The partnership physically brought the collections together and the exhibition was a public showcase for them.

Evaluation interviews revealed that the partners have greatly valued the opportunity to work more closely together and that there has been added value to collaborative approaches.

The main added value has been:

- Sharing of skills and expertise
- Providing a better collections offer for people with a greater range of material in particular subject matters.
- Easier access for the public
It is important to note that much of the Archives+ project has focussed on the collections of Manchester and Greater Manchester and that some of the partners have a wider geographical reach such as the NW Film Archive. Therefore the project has enabled increased engagement on parts but not all of the collections of the partners. During the later parts of the project some of the infrastructural meetings became less frequent and it was commented by some of the partners that the partnership focus had weakened as a result.

3 THE AREAS OF IMPACT AND OUTCOMES OF THE PROJECT

In evaluating the project we have considered what difference the project has made. We have identified 4 main areas of impact: on audience for archives, on people, on archive services and their resilience and on the heritage. A summary is presented below followed by an examination the impact of the project in each of these main areas and discuss their impact at a detailed level.

3.1 AUDIENCES FOR ARCHIVES

Developing audiences was a key focus for the project. An exhibition was designed to build new audiences on a daily basis, introducing people to archives through themes that would interest and digital exhibits to inspire them. A wide ranging engagement programme was delivered to target underrepresented groups. Access to collections was also made easier with relocation of the partners to central library in the City Centre.

It is clear from the priority metrics that audience development was a major achievement for the project. Prior to the project the constituent archive services of Archives+ reached c.15,000 people annually. In 2016/17 (the last full year available) the Archives+ activity programme exceeded project targets engaging with:

- 6143 families
- 11939 adults
- 5964 schoolchildren
- 4881 young people

In the first year of opening it was calculated that 79% of the 1.5 million people that visited Central Library in 2016/17 also engaged with the Archives+ exhibition. Together it is estimated that in 2016/17 around 1.2 million people engaged with archives through the Archives+ exhibition and archive programme.

Interestingly this engagement through activity and interpretation was not at the expense of the traditional archive reading room engagement, where numbers were virtually maintained during the period of the project. This is in contrast to many archive service reading rooms which are seeing reductions in the numbers using on-site reading rooms.

<table>
<thead>
<tr>
<th>Year</th>
<th>Customers in searchroom</th>
<th>Items issued</th>
<th>Letter/Email enquiries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11 GMCRO only</td>
<td>1474</td>
<td>N/A</td>
<td>2574</td>
</tr>
<tr>
<td>2010/11 MALS only2</td>
<td>853</td>
<td>N/A</td>
<td>3681</td>
</tr>
</tbody>
</table>

2 Including closure period April-June 2010
Audience development is about more than numbers through the door. Through the Activity Programme the project has reached a far wider audience than similar activity undertaken before the project. Firstly, the age of people engaged in the Archives+ activity programme is far wider and more evenly spread amongst age groups, than the previous activities secured. Peaks in the age of engagement are now at aged 6-10 years and 26-59 years, rather than over 55 years old.

The ethnicity of the audience for Archives+ was examined through responses on the Viewpoint survey tool. In 2016 respondents to this survey said that they described their ethnicity as follows:

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>White / White British</td>
<td>67.09%</td>
</tr>
<tr>
<td>Jewish / Jewish British</td>
<td>3.8%</td>
</tr>
<tr>
<td>Asian / Asian British</td>
<td>7.59%</td>
</tr>
<tr>
<td>Black / African / Caribbean / Black British</td>
<td>3.8%</td>
</tr>
<tr>
<td>Other ethnic group</td>
<td>3.16%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>14.56%</td>
</tr>
</tbody>
</table>

Again, this is a much more even spread amongst different ethnic groups than before the project when there was an almost 100% white audience at Greater Manchester Archives and Manchester Archives and Local Studies.
Finally, it is clear that the project is reaching different types of people. Before the project, archive services in Manchester had little to offer families or young people in particular. Traditional reading rooms were not designed for family activities and engagement activities were not designed to attract young people. Both these groups had specific engagement programmes designed in response to the consultation programme. As a result, the numbers of these groups engaged with archives has increased.

This increase diversity and in numbers using the archive has led to an increased sense of purpose amongst staff, managers and managing organisations within the partnership.
**Skills and Confidence**

Evidence of improved skills and confidence was collected through the outreach programme and the volunteering programme.

The success of the volunteering programme was highlighted in the volunteer surveys where respondents all reported that they had improved their skills and confidence as a result of the programme. One volunteer noted that participation had helped them to get a job. The success of the programme is also evidenced in the very high retention rate of volunteers over the 6 month placement.

The outreach programme helped improve participants skills and confidence in a range of areas dependant on the programme focus and needs of the group. This was wide ranging including: skills and confidence in using the library (and archive) services; personal confidence issues related to mental health and wellbeing; digital skills; creative skills; social skills; spoken English and communication skills.

“The school children were empowered when they see the results of their suggestions in the Saturday Spectacular”. Participant
“The exercise gave the students increased confidence in speaking English and enabled them to feel comfortable in the environment of central library”. Participant

**Enjoyment**

In exit interviews from the exhibition all visitors rated their visit at least 8 out of 10 with 50% of those surveyed rating 10 out of 10. Evaluation evidence gathered through comments and feedback from the events programme showed very positive responses to people’s participation. Archives+ staff noted that there have been a high number of repeat visitors to the events programme indicating visitor satisfaction. Participants said:

“This has become my favourite places in Manchester”

“Super effort, friendly staff and memories to last forever”.

“The class was lovely and I really enjoyed it”.

“Really loved the class.”

**Knowledge and Understanding**

The various elements of the project have shown evidence of increasing people’s knowledge and understanding. Many of these relate to the expected factual information contained within the archive collections e.g. family history or information about historical events. The project’s commitment to “connecting” to people’s lives has also given many participants a deeper understanding of topics with relevance to their own lives and contemporary society. Archives+ has built on the work on of the Ahmed Iqbal Ullah Race Relations Resource Centre to deepen people’s understanding of racism. Collections relating to LGBT community have been used to discuss and highlight a range of issues.

“It made me think of how we “evolved” today and that we should always make others aware of racism. I learnt about Ahmed and the courageous initiatives of his family”. Participant.

“I have learnt that racism matters”. Participant.

“We looked at the archive posters and discussed the imagery and language. Most preferred the persuasive posters rather than the militant ones, though they understood why people felt angry at the time of Ahmed’s death”. Participant

“The young people involved said that they had learn a lot about the history of the disabled community and how their access and rights had changed throughout the years” Participant

**Case Study: “The Accessibles – Our Time is Now”**
In 2015 Archives+ worked with the MCC Disabled Employee Group and Young Disabled People Taking Action Group to produce an exhibition for UK Disability History month. The young people visited Archives+ to begin their research into the history of people with disabilities and their activities in Manchester. The group created a comic book, “The Accessibles – Our Time is Now” tells the story of time-travelling young disabled characters, Josh and Hannah, exploring past and present approaches and attitudes to disability is delivered in a light-hearted, humorous but informative way.

In March 2016 “The Accessibles – Our Time is Now” project won the Community Award at the Manchester Community Histories Awards.

Confidence in Using Archives

The evaluation has evidence that the Archives+ programme has helped people to understand more about the collections held by partners. In particular, the exhibition is reported as being successful in offering a route into the collection for people that had not previously engaged with the collection and service.

In the visitor interviews all interviewees reported that they would be interested in using archives again. Over 50% of interviewees envisaged visiting the exhibition again, with nearly 20% interested in undertaking research in the searchroom. Other areas of interest were exploring family history and visiting other exhibitions and libraries.

The partnership with the family history society has resulted in a range of services being made available to users. Archives+ provides a family history help desk, certificate services, a programme of family history events at Archives+. It’s a real benefit to users to have a one stop shop for family history research.

Pride and connection

Evidence that the Archives+ exhibition and its programme develop a sense of pride in Manchester is clear through user and staff feedback, in survey responses and in social media. Staff describe that by including material from all areas in the exhibition they are able to help to surprise people about their local area. The very local nature of the material is its strongest tool in connecting people to Manchester. For example the street directory which shows information on every street is particularly powerful in making connections.
Many of the outreach programmes were designed to highlight the connections people have to the collections and/or Manchester. This was particularly strong in the work that was done with migrant or refugee groups. During these sessions participants were shown connections to their own cultures or situations.

“I am proud to see my family documented in the history of Manchester, and that my father was the first person to bring Sikhi to Manchester. Waheguru je khalsa, waheguru je ke fateh!”

“When we show people things about their local community they always smile, they talk really positively; it makes them feel it has value.” Staff interview

“The archives section is amazing. The technology really brings it all to life and I really loved watching the old footage of King George V opening Central Library.”

Activities were also designed to include frequent opportunities for groups and individuals to contribute and create their own responses. This was through the community exhibition, the volunteering programme and activities where people designed and shaped projects but also on an individual basis at events where arts and creative practices were used for people to respond to e.g umbrella doodles where they created they own “Manchester scapes”. These programmes and activities recorded high levels of feelings of self-achievement and pride in being involved.

“I love being listened to for a change” Participant.

“Through sharing their thoughts and ideas and providing content to our exhibitions the students gained a sense of ownership of Central Library.” Participant.
3.3 IMPACT ON THE HERITAGE

As described above, seeing the Archives+ exhibition has led several groups to deposit and donate collections with the service. This means that more archives are preserved, available and accessible.

**Evidence:** A representative from the Moss Side Festival visited the Archives+ exhibition and complained that the carnival was not included in the exhibition. Archives+ staff were able to explain that the collections did not contain suitable items on the carnival and to ask if any archive material could be deposited. The festival deposited material and within 2 weeks there was a section on the Moss Side Festival within the exhibition.

Similarly, the service had been trying for several years to support the Armenian Church in preserving their archives, without success. A representative from the church visited the Archives+ exhibition and complained that they weren’t covered in the exhibitions. Again the team was able to explain that they did not have suitable material and this resulted in the development of a relationship to ensure the preservation of the material.
3.4 **Impact on the Archive Services and their resilience**

- Increased the number & diversified the profile of users
- Increasing funding capabilities
- Raised the profile archives in Manchester and beyond
- Developing a reputation for innovation, audience development & engagement
- Creating a sense of place and connection with Manchester
- Becoming an exemplar service
- Providing archive services with new and different ways to connect with people
- Adding to the visitor experience at Central Library
- Developing the partnership of archive services
- Impact on the archive services & their resilience
- Proving the value of the service
- Increased the sustainability of the service

Increased the number of people engaging with the services and diversified the profile of archive users

These achievements by the project are unusual for archive services, which are suffering from reduced numbers of onsite visitors and remain mainly used by a narrow section of society (white, over 55 years old)

To compare audiences for archives we compared data from Archives+ with the national Survey of Visitors to British Archives 2016 to understand more.
Ethnicity

A comparison of ethnicity stated by visitors indicates a marked increase in diversity of users compared to the national picture for archive services.

<table>
<thead>
<tr>
<th>How would you describe your ethnicity?</th>
<th>Viewpoint 2016 (%)</th>
<th>Survey of visitors to British Archives results 2016 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>White / White British</td>
<td>67.09%</td>
<td>97%</td>
</tr>
<tr>
<td>Jewish / Jewish British</td>
<td>3.8%</td>
<td>N/A</td>
</tr>
<tr>
<td>Asian / Asian British</td>
<td>7.59%</td>
<td>1%</td>
</tr>
<tr>
<td>Black / African / Caribbean / Black British</td>
<td>3.8%</td>
<td>0%</td>
</tr>
<tr>
<td>Other ethnic group</td>
<td>3.16%</td>
<td>1%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>14.56%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Age profile

A comparison of the age profile of visitors to British Archive Services nationally and the attendance at events and programmes by Archives+ show a major difference in demographic. Nationally the users of archive services peak at 45-74 years old, with sharp drops to other age groups and very few young people and children. In contrast, the peak age of people attending Archives+ is the under 12 age group, with the remaining age groups all attending in similar numbers.

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3 Viewpoint was situated in Shakespeare Hall at the entrance to the library and Archives+. Not every person entering that hall will visit Archives+ but it should give a good indicator of those that do.

JANE DAVIES AND JANICE TULLOCK
Raised the profile of archives in Manchester and beyond

A position at the main entrance of a rejuvenated Manchester Central Library, a high quality, high-tech exhibition and a comprehensive activity programme has resulted in a massive rise in the profile of archives and archive services in Manchester. Evaluation interviews and partner workshops have highlighted a rise in profile:

- Within the city
- To audiences
- Nationally within the archive sector and cultural sector
- Internally within the governing organisations or the individual archive services
- In communities and to non-city centre residents
This rise in profile has been particularly important for the Family History Society who through the family history helpdesk have been able to reach a non-member audience through 4,000 enquiries per annum. This is now a key means of audience development for the Society. They have also benefitted from closer relationship and joint activities with the partners.

“We are reaching people we have not reached before.” Family History Society.

This rise in profile has enabled Archives+ to develop a reputation within the archives & library profession for innovation, audience development and engagement activities. Within governing bodies partners have been able to harness this improvement in profile to demonstrate the value of their archive services and become identified as an exemplar service. For some archive services, the partnership has reflected well on their parent bodies to the outside world. This has all led to an increase in the fundraising capabilities of the individual services, leading to increased resilience for the service.

Created a sense of place and a connection with Manchester

“We have given something back to Manchester and have highlighted Manchester far and wide” Staff member.

Interviews with visitors, the responses on interactive postcards and comments demonstrate the role of the exhibition in particular in connecting people to Manchester. This connection is clear for visitors who learn about the city for the first time and residents who are surprised about new facts and information.

“@Asbirdwood: Never felt more like a member of this city than walking into new library space. pic.twitter.com/DRfKvJMAje”

@archivesplus packed!

Adding to the visitor experience

The visitor experience offered by Archives+ is dramatically improved from that provided previously. Spaces are bright, welcoming and easily accessible and the co-location of archive services makes the research process easier. The main exhibition has been a key tool in providing an improved visitor experience for those new to archives who can often find their first visit intimidating. Staff report that users are regularly exploring archives in the exhibition before making their research enquiry.

Archives+ and its exhibition has contributed strongly to the success of the Manchester Central Library, by improving the visitor experience in the library. The archive touchtables in the café have created a unique café environment for the library and the digital displays have helped to give the library an overall modern, high-tech feel.

“Through the activities held by Archives, I have known this city deeper from all kinds of experience.”

Volunteer
Providing archive services with new and different ways to connect with people

The exhibition and activity programme has provided the partners organisations with numerous new ways to reach out and connect with people. Archive services can now share information about archives via the exhibition; social media; Archives+ website; events; café tables; community exhibitions; volunteering; schools programme; large scale events; joint events and programmes.

One example is the handling table (photograph adjacent) within the exhibition which is used to bring collections directly to visitors supported by staff enabling direct interaction.

Increased the sustainability of the services

The Archives+ project has increased the sustainability of the partner services through both the co-location of services and through the Activity programme itself. The co-location of services has led to economies of scale, even though being in a location which is not managed by your governing body has not been without its difficulties. The partners report an increased sharing of skills, an exchange of knowledge through the partnership and co-location and this is on a formal and an informal basis. The skills of the volunteers of the Family History Society have been invaluable in supporting researchers and have helped to sustain the services. Finally the partners have all reported increases in the ability to fundraise as a result of the rise in their visibility and in being part of Archives+ and located in the successful Manchester Central Library.

Developing the partnership of archive services

Developing the partnership has not been straightforward for all partners and it won’t be straightforward to maintain it. Initially some partners saw the partnership as almost combining services in all areas, but the partnership has evolved to enable the retention of individual identities as well as retaining individual programmes of work and activities. The Activity programme has been key to bringing the partners together and enabling them to explore the role of the partnership.

Areas where the impact of the project was not as expected

Website

Archives+ created a website to showcase the collections, provide interactivity and a source of learning resources. While the website has received a large number of views, its use fall short of the target set. Feedback from the Archives+ partners in the end of project interviews stated that they felt the website was perhaps one of the less successful areas of the project. They felt it was an area that was not as dynamic as the other activities and one that they felt less connected to.
4 REASONS FOR IMPACTS/Critical success factors

Archives+ is clearly different from other archive services and as a result of this we have considered which factors influenced the success of the project and whether lessons could be learned by other archive services.

There were 6 key factors which were critical to the project’s success:

7. Relocating the archives to Manchester Central Library
8. Use of digital technologies
9. Placing the users interests and needs at the heart of the service design
10. A greater range of entry points and changing how people connect with archives
11. An outward facing proactive approach to service delivery
12. Strong leadership, vision, shared ethos, passionate skilled staff

4.1 Relocating the archive partners to Manchester Central Library

Relocating the archive collections, services and staff to the new Central Library in Manchester’s City Centre has brought multiple benefits.

A Busy Accessible Public Shop Front

The central library has enabled the archive services to have a busy public shop front more easily accessed by users in a central City Centre location accessible by foot and public transport. Previously the services of the partners were held in a variety of locations, anyone wishing to access all the services would have to travel around to different locations.
Archives+ was designed to provide highly accessible “Shop Fronts” attractive and easily accessed by visitors and passers-by. Many of the services didn’t have these “open public areas before” e.g. The Manchester and Lancashire Family History Society was previously available to members only and now have a regular help desk in the library. North West Film Archive have screening pods to view films, previously, although there was the option to view films this was not as visible to the public as it is now.

**The physical shared location in the library has enabled partnership working**

Users wishing to explore topics and themes across collections can easily access the material they need in the one place whether it is a film, a local studies archive or specialist piece from the Race Relations archive.

The ability to access the shared collections of each of the partners in the one building not only makes access easier for the public but it has enabled the partners to work together. Staff can carry out research on a wider range of material. Face to face contact between partner staff and volunteers means expertise can easily be shared.

**Partners shared access to the services of the library/integrating archives services with the library**

Archive partners have been able to access the facilities within the central library building. During interview partners noted the importance of being able to access wider library training, equipment and services such as the performance space.

In particular integrating the Archives+ events programme and the school programme into the work of Central library and community libraries has helped the project to reach a larger and more diverse audience.

**A very public, user friendly and engaging exhibition**

The Archives+ exhibition is located very near to the library main entrance and is a thoroughfare to other parts of the building. As such it receives a large passing trade as people walk through it to access the café and other library services.

It is designed so that people can easily browse and dip into the areas or experience the whole exhibition.

Its flexibility has meant that staff can easily programme the displays so that they highlight topics that may be relevant to events in the library eg. Showcasing Chinese archives in the virtual stack that link to the Chinese new year celebrations. This draws in visitors to engage with relevant archives when they are attending events.

Interviews with visitors to the exhibition showed a high proportion of people visiting for other purposes.
Digital technology has remained a strong focus throughout the project. It is a primary interface within the main public exhibition and the events and outreach programme have used it extensively. The project has had a range of online interfaces to enable greater access.

**Engaging and simple digital interactives attracted visitors to browse the collections**

Digital interfaces within the exhibition were designed to make it easy for the visitor to browse topics within the collection. These interfaces were not only simple to use but presented in an engaging way which successfully attracted passers by and visitors to the exhibition to them. These exhibits included “The Virtual Stack”, a large touchscreen wall of archive files; “Virtual Post Card Centre” an email interactive which the public could send an archive postcard; “Local Area Search” visitors could search information about local schools and streets. The devices which were most easy to use and understand were the most successful. The oculus exhibit which is one of the more complex exhibits was designed to enable multiple users to interact and had the capacity to include live information has shown to be less popular with visitors.

**Digital displays have helped explain what an archive is.**

Staff and partner interviews revealed that the digital archives in the exhibition have been a very useful tool in explaining what an archive is. The ability to show a wide range of material quickly offers people a very easy introduction to collections and work of an archive service. Staff reported
that this can help people understand the value of depositing material so that it can be cared for and then shared and as such has resulted in an increase in deposits.

**Digital technology to attract new audiences and enable interaction**

The events and outreach programme used digital technology extensively to attract new audiences and facilitate interactivity between audiences and the collections. This was a particular focus of the young people’s programme. The project used: Green screen technology, Stop Motion animation “Animate It”, Sprout PC, Ipads.

“Young People would choose an Ipad before they would choose pen and paper. I don’t do written work with young people I always use some piece of IT.”

**Staff training and access to the emerging digital priorities of the library were key to the digital success.**

Archives+ staff were able to participate in the digital training provided by the library. Skills and confidence of staff in digital work meant it could be integrated into their work. As the library have developed their digital interfaces e.g. through library “code clubs”, then Archives+ has tapped into this.

“It is best to use equipment that people have so they can recreate it at home”,

“Whatever digital opportunities we can, we must grasp”

**Website**

During the final interviews with partners it was noted that partners felt that they have put less time and resources into the website and that this may have been one of the reasons for it being less successful. In addition, the partner’s main online focus is their own website as this is where their online access to collections lies. The website was less “interactive” than other areas of the project and in the later part of the project the website was updated less and the news and events section holding information more than 12 months out of date. User generated content was driven more through social media and other platforms.

**USER INTERESTS AND NEEDS ARE AT THE HEART OF THE SERVICE DESIGN**
Throughout the project, programmes have been developed with target audiences needs and interests in mind. Partners have actively sought to find “connection points” with people, groups and communities. This has been developed in a number of ways including: identification of relevant topics within the collections to a particular group; the use of digital technology for young people; outreach to events and places where people congregate; relevant activities for an interest group e.g. theatre, storytelling.

“My method is finding what they find interesting and developing bespoke activities. Might be music, might be digital, might be creative”.

“When I advertise I focus on what they will gain from the project and not necessarily focus that there are archives”.

An everyday archive approach

Archives+ actively sought to find ways in which to connect archives with people’s everyday lives. The focus and one of the original principles of the project was to connect with people, even if that connection was quite fleeting and did not lead to active research by individuals.

This can be seen initially in the exhibition, which is blended into the café area. Visitors to the café will walk through the exhibition and then within the café itself digital tables have archive images projected on them. Similarly, social media streams connect to topics happening on that day and make a link to the archive collection. Another example of these fleeting connections with archives is the use of archive collections “as wallpaper” within the central library events programme through the Green screen activities. Archives+ staff have remained committed to this approach.

Involvement of users in the development of collections, interpretation and resources
Archives+ has involved people in the development of the services and programmes from the development stage of the project and this work and ethos has continued to be strong throughout the life of the project.

The main methodology for this was through the community exhibition which has been used extensively by groups and in partnership with groups. Projects have been devised in partnership with groups whereby people have designed the projects and activities.

**Growing collections that are relevant to a wider range of people**

The exhibition and programmes of the project has led to increased donations of archives to the partner collections. The Archives+ project has therefore developed the collections of the partners and created more links with a wider range of audiences. This has become self-perpetuating as the connections with communities leads to more deposits and donations of archive collections and therefore wider links with these communities can be achieved.

**Tailored programmes focussed on the needs, interests and motivation of users**

The activities within the original activity plan were developed according to the motivations of the groups involved and tailored to what they wanted to get out of the programme. This led to high levels of satisfaction from audiences and a wide range of outcomes. By successfully selecting engagement methods which were appropriate to the interests of a particular group, the project has maximised its impact. The range of engagement methods have been diverse incorporating digital activities, music, art, drama, with the use of creative approaches the most prevalent.

**Skilled staff committed to engagement principles**

The Archives+ project employed three staff posts to deliver the activity plan. These staff have been instrumental in not only enabling work to happen across the Archives+ partnership but in delivering meaningful engagement with a wide range of audiences. Evaluation interviews and the review of case studies have demonstrated a passion and commitment for work with high impact. The project now needs to plan for the future and this is a concern of the project partners who have expressed concern about the sustainability of the work and effectiveness of the partnership without the staff being in post.
4.4 A GREATER RANGE OF ENTRY POINTS HAS CHANGED HOW PEOPLE CONNECT WITH ARCHIVES

Greater range of entry points has changed how people connect

- The exhibition
- An outreach programme
- Through partner venues
- Greater Manchester Community libraries
- Large annual events in Manchester
- The café
- The library’s events programme
- An events programme
- Online collections of each of the partners
- Social media and Archives+ website
- Film pods
- FHS helpdesk
Compared to the previous services, Archives+ delivered a much greater range of entry points/interfaces with archives and provided entry points which were most relevant to them. Although the number of different entry points was not a target for Archives+, it is the diversity of these points which has resulted in the change of profile of users and a rise in the number of people who have interacted with the services. People are now able to access the collections through:

1. The exhibition
2. A Schools programme in schools and in the Central Library
3. An outreach programme
4. Through community libraries across Greater Manchester
5. Through partner venues e.g. museums and other visitor attractions
6. Family History Society helpdesk
7. A help desk
8. Film pods
9. Online collections of each of the partners
10. Social media and Archives+ website.
11. An events programme
12. Links within the library’s events programme
13. The café
14. A presence at large annual events in Manchester and Greater Manchester such as Chinese New Year, Manchester Mela.

**4.5  AN OUTWARD FACING PROACTIVE APPROACH TO SERVICE DELIVERY**

Partnerships with other organisations have provided a route to audiences and raised the profile of Archives+ and the partners.
The Archives+ project has worked in partnership with an extensive and diverse range of partners over the lifetime of the project. In the early years the project initiated these partnerships but as its reputation grew it is now approached by external partners being viewed as a key delivery agent across Greater Manchester. These external partners have enabled the service to reach a diverse range of audience and communities, build confidence and skills within the partners in working with different audiences, expand the collections and raised the profile of archive collections and Archives+.

The service has actively targeted audiences and communities.

The project and the partners have delivered an extensive programme of activities targeted at specific audiences and communities. From the very start of the programme they had a clear understanding of who was using their services, who they wanted to target and why. The approach to audiences has been linked to the wider strategies of the Manchester Central Library and as such has worked with “place based communities” across Greater Manchester.

Evaluation has shown that the outreach and schools programme has then led to visitors coming to the Central Library to participate in activities, contribute collections, view the exhibitions.

Integrating the service with other high profile events and activities across the city.

The service has become a regular partner in a wide range of high profile public events such as Manchester Pride, Manchester Science Festival, Manchester Mela, Manchester Histories Festival, Chinese New year, Black History Month. Participation in these events has reached large numbers of more diverse audiences and raised the profile of archives and Archives+.

4.6 LEADERSHIP AND VISION AND SHARED ETHOS

- Shared project principles and values
- Leadership, vision, shared ethos, staff
- A clear vision and strong values
- Highly skilled and passionate staff
A clear vision and strong values
A clear vision and project values have remained constant throughout the project. From its very conception the project steering group and partners have been committed to widening participation and increasing archive audiences. They wanted to change the way in which users interacted with their services. They wanted to be more relevant to people, to facilitate interaction and the involvement of users in the service. The use of digital technology has been central to their approach. Evaluation interviews and focus groups with staff and partner organisations have demonstrated a consistent understanding of the project’s visions and ethos.

Shared project principles and values
The project developed a set of principles, although evaluation interviews with project staff and partners showed that the exact wording of principles was not used at the end of the project, their sentiment had remained strong. These are now viewed as “business as usual” rather than something to be aspired to.

Leadership
The project has been led and managed by 3 different people since its concept, however evaluation interviews have demonstrated that the vision for the project has transferred amongst those people. Focus groups discussions and interviews with project partners have also demonstrated clarity in project ethos. Although the partners have different governing bodies and priorities in the main their aspirations have been shared. The link to the values of the Central Library and its commitment to widening participation, technology and relevance have helped guide the project.

Highly skilled and passionate staff
The project employed specialist staff to deliver the main public engagement aspects of the project. Throughout the evaluation process feedback from visitors, participants and partners has praised their work and singled out their contribution as a main factor for the project’s success. Evaluation interviews with the staff team have shown a clear and consistent understanding of the projects aims and ethos, with a particular drive to ensure the project benefitted people.

LESSONS FOR ARCHIVES+

This report outlines a number of clear lessons for the Archives+ partnership which we summarise here:

8. The Archives+ principles and ways of working have been successful in achieving the project’s aims. To maintain this success the partnership need to consider how it will maintain these principles and ethos.
9. Placing the audience at the heart of exhibition, service and programme design has been highly successful for the project. Archives+ needs to continue to design its activities around the needs of the audience. To achieve this it needs to consider how it will continue to talk to audiences and respond.
10. Archives+ is part of a much bigger building and organisation, but its distinctiveness is its collections and stories. The partnership need to talk about how it ensures that it does not lose what makes the space and the programme distinct from the rest of the library.
11. As the exhibition becomes an established part of the library offer temporary exhibitions are slipping into the space. This damages the original interpretation plan and could result in a less impactful exhibition. The Archives+ partnership should ensure that it keeps to the original exhibition design philosophy to ensure the best outcomes for visitors.

12. The Partnership needs work to maintain these results and it needs to consider its future plans. How should the Archives+ partnership develop? How is it best to work together and in what areas is it best to work as individual services?

13. The only area where the partnership has underachieved is in the website and online environment. As this is the most popular user environment for archives there is great potential for Archives+ to develop its offer further and to bring these users closer to archives and stories. How could this be used to further interactivity with users and to engage target audiences?

14. Although the exhibition and programmes were designed to support a range of levels of engagement with archives they haven’t always encouraged deeper use of collections. Reading room user numbers are steady but how could Archives+ use the exhibition to draw people into deeper exploration of the collections, if that is what they want, without dissuading those seeking a fleeting engagement?

“\textit{I think the exhibition should have a place where people can search and not just browse. Create more info in one spot.}” Staff member

6 \hspace{1em} \textbf{LESSONS FOR OTHER ARCHIVE SERVICES}

\subsection{Comparison between Archives+ and other local archive services}

Archives+ has led the way among archive services in seeking new ways to engaged audiences, but how far is it unique? Comparison between archive services and even between local authority archive services is difficult as there are many differences in offers to users, environment and location. Some archive services stand alone in dedicated buildings (e.g. London Metropolitan Archives, Warwickshire), while others are in shared buildings (e.g. Birmingham and The Hive, Worcestershire). Most archive services provide engagement with archives only through a research facility, with occasional learning activities and exhibition. Few services have regular, comprehensive engagement programmes. Finally, few archive services have large scale, permanent, exhibitions (e.g. The National Archives) and none have the type of flexible, digital, interactive exhibitions of Archives+.

Recognising that the public offer at Archives+ is different than other archive services, what impact does that have on its outputs in comparison with other archive services? We have already shown above that Archives+ has more diverse audience in terms of age and ethnicity than most other UK archive services, but what about performance in other areas?

Using the CIPFA Archive Service Statistics 2015/16 we can see how Archives+ performs nationally against other local authority archive services:

- Archives+ is 6\textsuperscript{th} in the annual number of volunteer hours, a measure which varies widely amongst services.
- The Service is open 60 hours per week, second highest in the country behind Liverpool and provides 150 spaces, behind Cumbria (across 4 sites) and London Metropolitan archives. (178 spaces)
- On the measure for “Total number of visitors of all kinds”, Archives+ benefits from the large numbers using the Archives+ spaces, shop, cafe and activities, recording 1.4million visitors, with the nearest figure being 242,000 for the East Riding of Yorkshire, which is similarly situated with a museum and library.
- The numbers using “Archival resources for study” is lower at Archives+ than in similar archive services, for various reasons. As previously stated, this figure has been maintained at a steady level, whereas it is dropping in other archive services.
- Archives+ has the highest number (434) of learning events held in-house of any archive service in the UK.

There are some differences in methods of collecting these figures which don’t make them infallible, but they provide strong indications of the differences between Archives+ and other archive services, differences which have arisen because of the Archives+ project. Archives+ is a markedly different archive service from most local archive services and one which is achieving highly.

6.2 LESSONS FOR OTHER ARCHIVE SERVICES
Since the opening of Archives+ there has been interest from across the UK and abroad in the project’s techniques for building audiences for archives. Several new archive buildings are in development (including Staffordshire, Suffolk, Durham.) which have examined the audience development and engagement techniques used at Archives+. However, the Archives+ project was designed to meet the needs of a specific target audience and to capitalise on the specific opportunity presented by the redevelopment of Central Library. It would be difficult to transfer this exact programme and exhibition to another archive.

There are however, several lessons learnt from Archives+ which could be transferred to other services:
- Plan audience development by consulting with and responding to audience needs and interests.
- Services as small as archives should concentrate on working in partnership with larger organisations/events.
- Value all engagement with archives equally, however fleeting.
- Provide shop window(s) to your archives enabling people to explore collections easily without needing a search question.
- Design flexible, interpretative digital exhibitions for archives which can be easily updated.
- Don’t copy the Archives+ model without similar research and recognition of the environment you are working in.

CONCLUSION
The Archives+ project sought to create a new type of archive service, one which has a different relationship with its audience, which reaches a larger and a different kind of audience and provides new ways to engage with archives. It has achieved this, beating targets comprehensively and
increasing the resilience of its partner archive services. Through HLF and partner investment in audience development the project has raised the profile of the services with the public and internally.

Archives+ now has a challenge to maintain this momentum and to continue this work without HLF support. It also has the potential to develop audiences further by developing its online services and develop online audiences comprehensively. The challenge for other archive services is to understand this project and to test whether the lessons learnt are transferable.

APPENDICES

APPENDIX 1 Qualitative data
Project data 2013-2017
Breakdown of Audience members by type
2013-October 2017

Attendance at events by age groups
2013-October 2017
Attendance at events by under 18 year olds
2013-October 2017

Attendance at events by adults
2013-October 2017
Pupils attending school events
2013-October 2017

- Total Primary pupil attendance: 2817
- Total Secondary pupil attendance: 13068

Types of events
2013-October 2017

- Temporary exhibitions and displays: 1
- Guided tours or walks: 25
- Visits from schools and colleges: 220
- Outreach sessions in schools and colleges: 92
- Other on-site activities: 346
- Other outreach or off-site activities: 223
Location of Venues for events
2013-October 2017

City centre venues: 442
Non-City centre Venues: 229

JANE DAVIES AND JANICE TULLOCK
Attendance at events by age groups

Attendance at events by age group 2013-2014

Attendance at events by age groups 2014-2015

Attendance at events by age groups 2015-2016

Attendance at events by age group 2016 - 17
Attendance at events by under 18 year olds

Attendance at events by age group
April 2017-October 2017 (end)

Attendance at events by under 18 year olds 2013-2014

Attendance at events by under 18 year olds 2014-2015

Attendance at events by under 18 year olds 2015-16

Attendance at events by under 18 year olds 2016-17
Attendance at events by adults

**Attendance at events by under 18 year olds April 2017-October 2017 (end)**

- 0-5 yrs: 3238
- 6-10 yrs: 12753
- 11-12 yrs: 2315
- 13-16 yrs: 1541
- 17-18 yrs: 2036

**Attendance at events by adults 2013-14**

- 19-25 yrs: 1584
- 26-59 yrs: 4881
- 60+ yrs: 2245

**Attendance at events by adults 2014-15**

- 19-25 yrs: 1410
- 26-59 yrs: 3778
- 60+ yrs: 1363

**Attendance at events by adults 2015-16**

- 19-25 yrs: 2592
- 26-59 yrs: 6808
- 60+ yrs: 2439

**Attendance at events by adults 2016-17**

- 19-25 yrs: 12753
- 26-59 yrs: 2315
- 60+ yrs: 1541
Pupils attending school events

**Pupils attending school events 2013-14**

- Total Primary pupil attendance: 2962
- Total Secondary pupil attendance: 1062

**Pupils attending school events 2014-15**

- Total Primary pupil attendance: 2955
- Total Secondary pupil attendance: 501

**Pupils attending school events 2015-2016**

- Total Primary pupil attendance: 413
- Total Secondary pupil attendance: 523

**Attendance at events by adults**

April 2017-October 2017 (end)

- 19-25yrs: 523
- 26-59yrs: 413
- 60+yrs: 2955
Types of events

### Types of events 2013-14

<table>
<thead>
<tr>
<th>Type of Events</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary exhibitions and displays</td>
<td>1</td>
<td>0.06%</td>
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<tr>
<td>Guided tours or walks</td>
<td>22</td>
<td>13.92%</td>
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<tr>
<td>Visits from schools and colleges</td>
<td>4</td>
<td>0.26%</td>
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<tr>
<td>Outreach sessions in schools and colleges</td>
<td>37</td>
<td>2.38%</td>
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<tr>
<td>Other on-site activities</td>
<td>75</td>
<td>49.50%</td>
</tr>
<tr>
<td>Other outreach or off-site activities</td>
<td>96</td>
<td>62.56%</td>
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### Types of events 2014-15

<table>
<thead>
<tr>
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<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary exhibitions and displays</td>
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<tr>
<td>Guided tours or walks</td>
<td>11</td>
<td>10.61%</td>
</tr>
<tr>
<td>Visits from schools and colleges</td>
<td>85</td>
<td>80.22%</td>
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<tr>
<td>Outreach sessions in schools and colleges</td>
<td>32</td>
<td>30.30%</td>
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<tr>
<td>Other on-site activities</td>
<td>135</td>
<td>128.98%</td>
</tr>
<tr>
<td>Other outreach or off-site activities</td>
<td>46</td>
<td>44.68%</td>
</tr>
</tbody>
</table>

### Pupils attending school events 2016-17

- Total Primary pupil attendance: 5475
- Total Secondary pupil attendance: 489

### Total School pupil attendance 2017-October 2017

- Total Primary pupil attendance: 2004
- Total Secondary pupil attendance: 372
Temporary exhibitions and displays
Guided tours or walks
Visits from schools and colleges
Outreach sessions in schools and colleges
Other on-site activities
Other outreach or off-site activities

Types of events 2015-16

Types of Events 2016-17

Types of events 2017-October 2017
Location of events

Locations of venues for events 2014-15

- Ardwick
- Bradford
- Charlestown
- Chorlton Park
- Didsbury East
- Gorton North
- Higher Blackley
- Miles Platting and Newton Heath
- Outside Manchester
- Withington
- Ancoats and Clayton
- Brooklands
- Cheetham
- City Centre
- Didsbury West
- Gorton South
- Hulme
- Moss Side
- Rusholme
- Woodhouse Park
- Baguley
- Burnage
- Chorlton
- Crumpsall
- Fallowfield
- Harpurhey
- Longsight
- Northenden
- Whalley Range
- City-wide
Location of venues for events 2014-15

- Ardwick
- Bradford
- Bury
- Chorlton
- Crumpsall
- Fallowfield
- Harpurhey
- Longsight
- Northenden
- Rochdale
- Whalley Range
- City-wide
- Ancoats and Clayton
- Brooklands
- Charlestown
- Chorlton Park
- Didsbury East
- Gorton North
- Higher Blackley
- Miles Platting and Newton Heath
- Outside Manchester
- Salford Quays
- Withington
- Baguley
- Burnage
- Cheetham
- City Centre
- Didsbury West
- Gorton South
- Hulme
- Moss Side
- Rusholme
- Stockport
- Woodhouse Park
Locations of venues for events 2015-2016

- Ardwick
- Bradford
- Bury
- Chorlton
- Crumpsall
- Fallowfield
- Harpurhey
- Levenshulme
- Moss Side
- Old Moat
- Salford Quays
- Whalley Range
- City-wide

- Ancoats and Clayton
- Brooklands
- Charlestown
- Chorlton Park
- Didsbury East
- Gorton North
- Higher Blackley
- Longsight
- Moston
- Rusholme
- Stockport
- Withington

- Baguley
- Burnage
- Cheetham
- City Centre
- Didsbury West
- Gorton South
- Hulme
- Miles Platting and Newton Heath
- Northenden
- Rochdale
- Trafford
- Woodhouse Park
Location of venues for events 2016-2017

- Ardwick
- Bradford
- Bury
- Chorlton
- Crumpsall
- Fallowfield
- Harpurhey
- Levenshulme
- Moss Side
- Rusholme
- Sharston
- Withington
- Ancoats and Clayton
- Brooklands
- Charlestown
- Chorlton Park
- Didsbury East
- Gorton North
- Higher Blackley
- Longsight
- Northenden
- Rochdale
- Stockport
- Woodhouse Park
- Baguley
- Burnage
- Cheetham
- City Centre
- Didsbury West
- Gorton South
- Hulme
- Miles Platting and Newton Heath
- Old Moat
- Salford Quays
- Whalley Range
- City-wide
ARCHIVES+: MAKING ARCHIVES MORE APPROACHABLE & INTERACTIVE

Locations of venues for events April 2017-October 2017 (end)

Location of events City centre vs non-city centre

Location of Venues for events 2013-14

JANE DAVIES AND JANICE TULLOCK
Comparison Viewpoint data 2016 and Survey of Visitors to British Archives 2016 for ethnicity

<table>
<thead>
<tr>
<th>How would you describe your ethnicity?</th>
<th>Viewpoint 2016</th>
<th>Survey of visitors to British Archives results 2016</th>
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</thead>
<tbody>
<tr>
<td>White / White British</td>
<td>67.09%</td>
<td>97%</td>
</tr>
<tr>
<td>Jewish / Jewish British</td>
<td>3.8%</td>
<td>N/A</td>
</tr>
<tr>
<td>Asian / Asian British</td>
<td>7.59%</td>
<td>1%</td>
</tr>
<tr>
<td>Black / African / Caribbean / Black British</td>
<td>3.8%</td>
<td>0%</td>
</tr>
<tr>
<td>Other ethnic group</td>
<td>3.16%</td>
<td>1%</td>
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<td>Question 8</td>
<td>How would you rate: The Archives+ interactive exhibition?</td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>14.56%</td>
<td></td>
</tr>
</tbody>
</table>

Archives+ Exhibition rating 2016 from Viewpoint

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>36.78%</td>
</tr>
<tr>
<td>Good</td>
<td>18.39%</td>
</tr>
<tr>
<td>Average</td>
<td>5.75%</td>
</tr>
<tr>
<td>Poor</td>
<td>2.3%</td>
</tr>
<tr>
<td>Don't know</td>
<td>36.78%</td>
</tr>
</tbody>
</table>
Appendix 2

Greater Manchester Archives and Local Studies Partnership (GMALSP)

Development Plan 2017-2020

1. Background

Greater Manchester’s archives are unique. They:

- Connect us to our local community, help us understand why we are how we are, and explore our personal identity;
- Bring history to life for children;
- Offer communities a range of volunteering opportunities - enriching lives.

Archives contain the original documents that tell the history of people, places and events that have shaped the world we live in today. They include written documents, printed materials, images, maps, sound recordings and other media that bring the past to life in a unique way.

Archives and local studies services in Greater Manchester:

- Ensure that historically significant records are systematically collected, described and documented.
- Preserve collections for future generations and ensure that they are set in a context that helps us all to understand them.
- Work towards increased access by digitising our collections and catalogues. As with every other aspect of life today, the digital world is having a big impact on archive services.

Archives have the power to enrich our understanding of the present through an appreciation of the past. They connect us to our families and the places where we live, work and study. Archives sit at the heart of our collective understanding: who we are, where we came from, and, indeed, where we are going.

Archives play an important role in our communities and help to:

- Promote a sense of place;
- Develop new digital skills;
- Provide learning opportunities;
- Improve health and wellbeing;
- Support tourism and economic prosperity.

The Greater Manchester County Record Office (GMCRO) is operated by Manchester City Council on behalf of the Association of Greater Manchester Authorities (AGMA). GMCRO was opened by the former Greater Manchester Council (GMC) in 1976. Since 1986 GMCRO has since been supported by all the AGMA districts and other joint AGMA authorities. GMCRO houses 4 miles of archives and seeks to identify, collect, preserve, and promote the widest possible public access to the documentary heritage of Greater Manchester in
accordance with the statutory requirement of the Public Records Act 1958 and 1967, the Local Government (Records) Act 1962 and the Local Government Act 1972. In early 2014, it moved to Manchester Central Library as part of a wider archive partnership called Archives+. The Archives+ partners include the City of Manchester Archives & Local Studies, North West Film Archive (Manchester Metropolitan University), Ahmed Iqball Ullah Race Relations Resource Centre and Trust (The University of Manchester), and the Manchester and Lancashire Family History Society. Each of the other AGMA districts in Greater Manchester also have its own archive and local studies service.

In 2012, a feasibility study commissioned by AGMA recommended the creation of a formal Partnership to provide an over-arching strategy and development plan for the ten local authority archive and local studies services in Greater Manchester. There are significant potential benefits to be gained in terms of collaborating on service improvement and future sustainability.

At the Statutory Functions Committee in June 2012, the Committee agreed to provide governance to enable the Greater Manchester Archives and Local Studies Partnership to be set up. It also agreed to create an officer group to lead the work of the Partnership and report to the AGMA Statutory Functions Committee.

2. Achievements so far

Since our inception in 2012 the Partnership has successfully:

Volunteers

- Involved over 100 volunteers with the creation of the GM1914 online blog which publishes weekly stories from our collections about the First World War. The project won the Archives and Records Association Archive Volunteer award for 2015.
- Secured funding from the Heritage Lottery Fund for the Made in Greater Manchester project to raise awareness of industrial and business archives. Over 50 volunteers have played a key role undertaking cataloguing, research, and digitisation. Joint volunteer training on cataloguing, preservation, social media and digitisation has been developed. The project has enabled some services to diversify their volunteers – involving young people and local businesses.
- Developed an annual Volunteer Awards event where the work of archive volunteers in Greater Manchester is recognised and rewarded.
- Submitted a bid to the Heritage Lottery Fund to engage young people in volunteering and archives.

Digital

- Developed a large-scale family history digitisation project, with support from a commercial partner. This is something we could not do as individual services. We have already digitised several church registers held across Greater Manchester.
- Created Greater Manchester Lives as a one stop shop catalogue and digital portal for archives, local studies, and photographic collections held by archives in Greater Manchester.
- Created joint standards for measuring digital performance.
Raising Standards

- Delivered joint staff training and development on social media, working with young people, advocacy, and leadership.
- Created several joint policies and procedures.
- Developed a risk assessment template for the preservation and security of collections.
- Agreed a standard set of fees and charges.
- Started to work together on applications for Archives Service Accreditation.
- Developed an advocacy strategy to help raise awareness of archives with funder and decision makers.
- Led on a digital preservation pilot in the North West using Preservica software.
- Started to work with other archives in the North West to develop solutions for digital preservation and procurement of joint storage.

3. National Archives Vision

The national vision for archives, Archives Unlocked\(^1\), focuses on the needs and ambitions of the archives sector, while making the case for realising – in practical and tangible terms – their unique potential and relevance in preserving the diversity of the nation’s heritage.

The ambitions at the heart of the vision are:

- **Trust** - people and institutions trust in the authenticity of archive records, and how they are preserved and presented.
- **Enrichment** - archives enhance and enrich our society intellectually, culturally and economically.
- **Openness** - archives cultivate an open approach to knowledge and are accessible to all.

Archives Unlocked is underpinned by a robust action plan that embodies this drive and outlines what the sector will be doing over the next few years to lay the groundwork to make realistic and meaningful progress.

4. Archive Service Accreditation

Archive Service Accreditation is a UK-wide standards scheme which supports improvement and development for archive services. It is an externally validated standard which provides a badge of recognition for accredited archive services. It is aligned with other relevant quality assurance schemes, improvement tools and data gathering processes.

Accredited archive services provide a high level of service to their stakeholders, preserve their collections in line with national standards and are robust, sustainable services which

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plan and deliver ongoing improvement. Archive Service Accreditation is supported by a partnership including Archives and Records Association and the National Archives.

Archive Service Accreditation provides an archive service with a mark of external recognition and an endorsement of their service. The benefits include:

- Accredited status is a badge of recognition which demonstrates quality of services to supporters, donors and grant-making bodies, strengthening funding applications, attracting philanthropic giving and fostering investor trust.
- The process helps archive services adapt and respond to user needs and interests and to support workforce development.
- The standard provides a robust framework to facilitate forward planning, improving procedures and policy and reducing organisational risk.
- Requirements are scaled to the mission and scope of the archive service and feedback is offered at an appropriate scale, offering guidance for future service development.

5. Stronger Together: Greater Manchester Strategy

Greater Manchester is one of the country's most successful city-regions. Home to more than 2.7 million people and with an economy bigger than that of Wales or Northern Ireland, our vision is to help make it one of the best in the world. In 2013, the Local Enterprise Partnership (LEP) and the Greater Manchester Combined Authority (GMCA) published the jointly-owned Stronger Together: Greater Manchester Strategy around the twin themes of Growth and Reform. The Strategy sets out a series of priorities that will drive sustainable economic growth and reform the way that public services are delivered. These include:

- Delivering targeted investment based on market needs.
- Revitalising Greater Manchester’s town centres.
- Improving both integration of infrastructure planning and connectivity.
- Placing Greater Manchester at the leading edge of science and technology.
- Supporting business growth; improving international competitiveness.
- Reforming public service delivery to build independence and raise the productivity of residents.

Andy Burnham was elected as Mayor of Greater Manchester in May 2017. The Greater Manchester Archives and Local Studies Partnership will continue to support to the key priorities of GMCA and the Mayor of Greater Manchester (see section 7).

The partnership will also be a key player in the Stronger Together project. Greater Manchester has been selected as a national pilot area for Arts Council England (ACE), Heritage Lottery Fund (HLF) and Historic England’s innovative Great Places scheme. Stronger Together will see all ten Greater Manchester districts work together to create a genuine shift in the way Greater Manchester approaches culture, ensuring greater parity of provision throughout the ten boroughs, improving engagement and access, developing and diversifying the cultural workforce, encouraging greater movement between the ten boroughs and improving health outcomes for our residents.
6. Greater Manchester – Key Facts and Challenges²

- 2.73 million people live in Greater Manchester, of which 1.76 million are of working age (16-64).
- The population of Greater Manchester grew by 7.2% (183,100) between mid-2004 and mid-2014.
- The Greater Manchester economy generates £56 billion of gross value added.
- Greater Manchester has 274 schools which educate children at a secondary level. Greater Manchester has one of the largest student populations in Europe.
- There are more than 20 universities within one hour’s drive of Greater Manchester, with over 400,000 students.
- The unemployment rate in Greater Manchester is 7.3% (98,300) in the 12 months up to March 2015 – a decrease of 14.5% of the count (16,700) over the same period a year earlier and above the UK average of 6%.
- There were 47,200 unemployed benefits claimants in September 2015 – 20,300 of which are unemployed Universal Credit claimants and 26,800 are JSA claimants.
- Approximately 13,200 Greater Manchester residents claiming Jobseeker’s Allowance or Universal Credit (unemployed UC claimants) in September 2015 were aged 16-24.
- Around 33,400 people in Greater Manchester had been claiming Jobseeker’s Allowance or Universal Credit (unemployed UC claimants) for more than 6 months in September 2015.
- Greater Manchester is the third most deprived Local Enterprise Partnership in the country according to the 2015 Indices of Multiple Deprivation.
- 187 neighbourhoods (LSOAs) in Greater Manchester are within the 5% most deprived LSOAs in England.
- Over a quarter of all children living in Greater Manchester (dependents under the age of 20) are living in poverty.

² New Economy, Greater Manchester Key Facts (2016) -
7. GMALSP Statement of Purpose

The Partnership will contribute to the Greater Manchester Strategy, the Mayor of Greater Manchester’s ambition and individual Council’s priorities in the areas of:

- **Sense of Place / Personal and Community Identity.** The Partnership will create a strong sense of place rooted in welcoming the complexity and multiplicity of stories that together make the history of Greater Manchester and shape the way we are today. Communities will be empowered to collect and share their stories to inspire, inform and entertain. It will give people a frame of reference for their place in society, and helps them to understand how their location, community and family have developed. We will help create revitalised town centres and safe communities.

- **Better Life Chances.** The Partnership will enable children, young people and adults to reach their full potential in education and employment. It will create opportunities for individual, family and adult learning in formal education, personal research, outreach activities and volunteering. It will help ensure all our children starting school ready to learn and leaving with hope of a good future.

- **Economic Base and Digital Futures.** The Partnership will embrace digital technology and innovation to help ensure Greater Manchester becomes a world-leading Digital City-Region. It will build broader leadership in archives and local studies for innovation throughout the City Region by encouraging the genuine exchange of ideas.

The Partnership will provide an over-arching strategy and development plan for the local authority archive and local studies services in Greater Manchester. Collaboration on a bigger scale and through a more formal process than time-limited projects will enable the archive and local studies services to:

- Develop a shared strategy for the future.
- Optimise the return on investment in their current services.
- Co-ordinate programmes for the essential cataloguing and digitisation work that is needed for people to access the archives.
- Share resources to deliver new services and ways of working that are currently under-developed and would be impossible for individual services to achieve on their own.
- Develop as a strong collective that will be better positioned to attract external funding and investment.
- Work more effectively with the libraries, museums and cultural organisations of Greater Manchester on joint initiatives and marketing with local authority/trust museum and heritage services.
- Work more effectively with the wide range of other archive services in the City Region.
## 8. Partnership Outcomes

**Logic mode: Greater Manchester Archives and Local Studies Partnership**

<table>
<thead>
<tr>
<th>Archive services and activities</th>
<th>Service outcomes</th>
<th>Benefits</th>
<th>Intermediate outcomes</th>
<th>Overarching strategic outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Made in GM Project</td>
<td>More people volunteering and involved in community life through archives</td>
<td>Increased knowledge, skills and qualifications</td>
<td>Improved educational achievement and increased lifelong learning</td>
<td>Growth: encouraging investment in the region and create employment opportunities</td>
</tr>
<tr>
<td>Volunteering Workstream</td>
<td>More people gaining new knowledge, skills and education through archives</td>
<td>Increased social interaction, well-being and confidence</td>
<td>Improved understanding of place, local heritage and identity</td>
<td>Reform – high quality and providing value for money</td>
</tr>
<tr>
<td>Digital Workstream</td>
<td>Increased engagement online/digital access</td>
<td>Increase in people accessing services and collections</td>
<td>More people accessing services online themselves</td>
<td>Skills and education – reaching full potential in education, skills and employment</td>
</tr>
<tr>
<td>Storage and Digital Preservation Workstream</td>
<td>High quality archive services valued by customers</td>
<td>Increased capacity and improved service provision</td>
<td>More efficient and effective services</td>
<td>Place – creating areas where people want to live and work</td>
</tr>
<tr>
<td>Raising Quality Workstream (accreditation, standards and workforce development)</td>
<td>Increased efficiency and collaboration in the delivery of archive services</td>
<td>More effective business operations</td>
<td>More sustainable services</td>
<td>People – support communities to be healthy, safe, strong and resilient</td>
</tr>
<tr>
<td>Joint Fees and Income</td>
<td>Increased interaction with parent body and joint authority</td>
<td>Increased awareness and marketing of services</td>
<td>Diversifying funding base and attract new funding</td>
<td></td>
</tr>
</tbody>
</table>
9. Priorities for 2017-2020

The development plan for the next three years will focus on:

1. **Digital access to collections and services**
   Providing an improved online experience for users and making more collections available.

2. **Digital preservation and records management**
   Working in partnership with other services to address the need to collect digital records for the future.

3. **Volunteers**
   Building on our significant achievements by increasing, in scale and diversity, the opportunities for people to engage in volunteer programmes.

4. **Accreditation and raising standards**
   Supporting all Greater Manchester archives to achieve accreditation and working together to ensure that, collectively, we are recognised as high quality services.

5. **Events / Advocacy**
   Co-ordinating and maximising the Archives Services contributions to large scale events, anniversaries and commemorations
   a) 100 year anniversary of Women’s Suffrage 2018
   b) 100 year anniversary of the end of World War 1 2018
   c) 200 year anniversary of the Peterloo Massacre 2019.

Each of these priorities will have a plan and a work stream lead to ensure that they progress and achieve their objectives.

In addition to the five main work streams, we will continue to:

- Advocacy - ensuring we communicate the power of archives and how they contribute to local authority and Greater Manchester priorities.
- Training and development - ensuring that our staff and volunteers have the opportunities to develop their skills and knowledge for continuous improvement.
10. Workstreams

<table>
<thead>
<tr>
<th>Name of Project/Workstream</th>
<th>1. Digital Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Lead</td>
<td>Larysa Bolton / TBC</td>
</tr>
<tr>
<td>Date initiated</td>
<td>April 2017</td>
</tr>
</tbody>
</table>

Background

Digital use of archives increasing. In the digital world, there is the opportunity to unlock even more stories, data and information, and in ways that were not possible, or even imaginable, before. In contrast to other parts of the cultural sector a higher proportion of adults visit an archive online than in person. The DCMS Taking Part survey reveals that in 2015-2016 10.4% of adults had visited an archive website. Of those who had visited an archive website, 68.3% had done so to view digitised documents and 30.2% of adults had searched a catalogue.

To date the GMALSP has digitised several church registers held across Greater Manchester, appointed a commercial supplier to undertake further family history digitisation and developed Greater Manchester Lives as a one stop shop catalogue and digital portal. How can these be further developed and improved?

Objectives / What difference will it make

- Improve digital access to and engagement with collections. Customers can access them 24/7 at home or for free at their local library in Greater Manchester.
- Increase digital use of collections. Digital use of archive collections is increasing and onsite use is decreasing.
- Create a new income stream from royalties. By doing this together rather than individually it is likely that we can negotiate a higher royalty rate. Obtain free access to the publishers’ web site for libraries in Greater Manchester.
- Reduce staff transactions for some services. By digitising the records staff no longer need to retrieve the original archives (some of which can be large and time consuming to retrieve). For those records that are on microfilm staff do not have to show customers how to use the microfilms.
- Preservation / Security. By creating a digital surrogates we are reducing the risk of damage to collections through handling or theft.

Scope

(i) Family History Digitisation
   The current contract with our commercial supplier will enable important records to be digitised and made available online. The GMALSP receives royalties’ income from the records used. It might be possible, in the future, for these files to be stored and accessed directly from a GM platform rather than through a commercial supplier.
   Manchester will continue to manage the contract on behalf of GMALSP and explore other options when the contract nears expiry.

(ii) Greater Manchester Lives Replacement
The Greater Manchester Lives site was developed at low cost. There are problems with both the content management system and the customer facing aspects of the site. A new solution is needed. This will require:

- A specification of the systems/functionality required, including the desirability to have “micro” sites for individual services and for projects such as GM1914
- Identification of capital costs and the possible sources for that funding
- A test of the assumption that the annual revenue costs would be no more than the current costs for maintaining GM Lives and other sites

2017/18 – procure new site and provide access to current GM Lives resources
2018/19 – develop content on the main site and micro sites
2019/20 – optimise the benefits of using the site for income and other developments

This work will be led and funded by GMCRO.

(iii) Review and refresh the commitment to capture data for online use to give better information about the services and for use in advocacy and funding applications.

**Constraints and risks**

- Development costs.
- Staff time / capacity.
- Technical knowledge.
- ICT department constraints.
- Family History digitisation – getting the legal/licensing framework correct.
- Authorities reluctant/unwilling to participate.
- Capacity of partners.

**Members**

- Larysa Bolton (Manchester)
- Sarah Hobbs (Manchester)
- Philip Cooke (Manchester)
- Julie Lamara (Bolton)
- Another rep needed
Name of Project/Workstream | 2. Digital Preservation and Records Management
---|---
Project Lead | Alex Miller (Wigan)
Date Initiated | April 2017

Background

The archives of the future are being ‘born digital’. 90% of the world’s data has been generated in the last 2 years. Ensuring valuable digital information remains usable over time is a key challenge for archives. Society is changing, opening up new uses for data and records, and posing new questions about what is collected now and in the future, in both paper-based documents and digital formats. Digital technology has fundamentally changed what it means to be an archive. Archivists can help the IT and knowledge management communities by bringing professional archival practice to this digital world.

Some work has already been undertaken in the North West:

- The North West Digital Preservation Group – several standards / policies have been put together by the group.
- Individual authorities have undertaken some work and developed systems e.g. Cumbria have purchased Preservica software.
- Manchester / Greater Manchester Archives and Local Studies Partnership – led on a digital preservation pilot in the North West using the Preservica software.

Some work on digital preservation has been delivered in other regions:

- Archives West Midlands – are undertaking a scoping exercise.
- Archives First – also looking at how they can work together on digital preservation.
- East Anglia – Sharing Archivematica Pilot project. Testing using the Archivematica software. This includes non-local authority archive services.

We need to learn from emerging best practice, and consider the best approach for GM

Archives services in Greater Manchester acknowledge they could be working more effectively with colleagues in their parent authority’s information governance or records management teams. There are significant benefits and economies for organisations which manage their records and information well. Organisations with poor (or no) recordkeeping systems are risking a great deal – legally and reputationally.

Objectives / what difference will it make

- Ensure the archives of the future are collected and preserved – avoiding a digital blackhole. Including the archives created by GMCA.
- Ensure that records remain authentic and usable over time – a key to accountability and public confidence.
- Safeguard our financial assets – digital surrogates have a financial value (e.g. re-licensing, avoid having to digitise again).
- Improve the relationship between archives and records management / information governance – ensuring the archives of the future are deposited.

**Scope**

- Digital preservation – update digital preservation policies and procedures.
- Work with other authorities in the North West to commission a company / consultant to undertake a feasibility study to:
  1. Work with stakeholders using the Theory of Change methodology to develop an Outcomes Framework for digital preservation in the North West. What are the long term, intermediate and short term outcomes? What are the risks of not doing anything? What are the benefits for residents and local authorities?
  2. Create case studies of good practice in digital preservation across the UK.
  3. Identify what activity / conditions is required to deliver the long-term outcomes? This could include:
    - Advocacy / relationships – identify key messages, key stakeholders in the region and a strategy to influence them.
    - Systems – software requirements, storage.
    - People – staff training, staff resource, procedures / policies
  4. Identify delivery and governance models to deliver the outcomes and activity e.g. North West, sub-regional, individual. Role of volunteers / other partners.
  5. Identify resources required for delivery including any external funding opportunities e.g. HLF resilience fund.
- Advocacy /relationships - work towards records management and digital preservation becoming a corporate priority e.g. political buy in from politicians, senior managers, ICT colleagues.
- Update records retention guidelines and procedures for archive services.

**Constraints and Risks**

- Lack of records management policy / strategy for parent authorities.
- Positioning of services within their authority – not aligned with records management / information governance.
- Political buy in and positioning.
- ICT policies /constraints.
- Staff resource.
- Staff knowledge, expertise and confidence.
- Tools for managing digital records and providing access (e.g. software).
- Storage – cost.

**Members**

- Alex Miller (Wigan)
- 
- 
- (North West Archives – Heads of Service Group.)
<table>
<thead>
<tr>
<th>Name of Project/Workstream</th>
<th>3. Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Lead</td>
<td>Need a project lead</td>
</tr>
<tr>
<td>Date initiated</td>
<td>April 2017</td>
</tr>
</tbody>
</table>

**Background**

The GMALSP has a strong record in attracting volunteers to work on a wide range of projects. They often are a vital part of our project plans, this needs to be embedded in every project. We celebrate volunteers well. More work needs to be done on ensuring we train and develop our volunteers consistently. There is also a need to explore ways to encourage volunteering from a wider and more diverse range of communities.

**Objectives**

- More, and diverse range of people volunteering and involved in community life through archives.
- More people gaining new knowledge, skills and education through archives.
- Identify good practice for recruitment, training and management of volunteers.
- Identify shared projects where volunteers could play a key role.
- Undertake joint recognition, rewards and training for volunteers.
- Measure and evaluate the benefits of volunteering.

**Scope**

- Create a single blog for volunteer projects - merge GM1914 and Made in Greater Manchester blogs.
- Share good practice in GM and learn from wider sector.
- Complete, evaluate and celebrate Made in Greater Manchester.
- Continue GM1914 project in 2018.
- GM Archives Volunteer Award event.
- Create annual volunteer training programme.
- Create volunteer toolkit / framework of best practice.
- Diversifying volunteer base – in particular young people (Archives Hack HLF project)
- Use joint evaluation tool to measure outcomes of volunteering across GM.
- Advocacy – demonstrate the value of volunteers and working together.
- Community Archives – work with Coming in From the Cold Project.

**Constraints and Risks**

- Staff capacity to recruit, train and manage volunteers
- Authorities reluctant/unwilling to participate
- Budget reductions/service restructuring

**Members**

- Janet Byrne (Rochdale)
- Margaret Myerscough (Stockport)
- Another member needed
- Another member needed
Name of Project/Workstream | 4. Accreditation and Raising Standards
---|---
Project Lead | Margaret Myerscough (Stockport)
Date Initiated | April 2017

**Background**

Archive Service Accreditation is a UK-wide standards scheme which supports improvement and development for archive services. It is an externally validated standard which provides a badge of recognition for accredited archive services. It is aligned with other relevant quality assurance schemes, improvement tools and data gathering processes.

Accredited archive services provide a high level of service to their stakeholders, preserve their collections in line with national standards and are robust, sustainable services which plan and deliver ongoing improvement. Archive Service Accreditation is supported by a partnership of Archives and Records Association (UK & Ireland), Archives and Records Council Wales, Arts Council England, National Records of Scotland, Public Record Office of Northern Ireland, Scottish Council on Archives, The National Archives, and the Welsh Government through its CyMAL: Museums, Archives and Libraries Wales division.

Archive Service Accreditation provides an archive service with a mark of external recognition and an endorsement of their service. The benefits include:

- Accredited status is a badge of recognition which demonstrates quality of services to supporters, donors and grant-making bodies, strengthening funding applications, attracting philanthropic giving and fostering investor trust.
- The process helps archive services adapt and respond to user needs and interests and to support workforce development.
- The standard provides a robust framework to facilitate forward planning, improving procedures and policy and reducing organisational risk.
- Requirements are scaled to the mission and scope of the archive service and feedback is offered at an appropriate scale, offering guidance for future service development.

Places of Deposit will be expected to apply for Archives Accreditation by the end of 2017. Services that are not accredited may trigger a review of their Place of Deposit status by The National Archives. This could lead to the transfer of records from their care and reputational risk with stakeholders.

Manchester Central Library and Wigan Archives / Local Studies received Archive Service Accreditation in March 2015 and July 2015 respectively. Accredited archive services must demonstrate that they continue to meet the standard to retain accredited status. Manchester and Wigan will need to complete their three-year review stage in 2018 and re-apply for Accredited Status in 2021.

The following services are considering applying for Archive Service Accreditation by the end of 2017: Stockport, Tameside, Bury, Oldham, and Bolton

This workstream focuses on how the ten services can work together to raise standards, improve services, demonstrate their value, reduce risks and obtain/retain Archive Service Accreditation. This includes the creation of joint policies, sharing best practice.
In addition, archive services in Greater Manchester face challenges with physical storage. Records are often stored in poor conditions, do not meet the national standard for archive storage (PD 5454) and there is very little space for accruals. Some authorities in Greater Manchester and the North West use commercial off-site storage. The current contracts for two of the authorities with the largest number of archives stored off site with a commercial supplier come to an end in December 2018. There is potential for a joint procurement process which can deliver better value for money.

**Objectives**

- Use the Archive Service Accreditation framework to facilitate forward planning, improving procedures and policy and reducing organisational risk.
- Develop high quality archive services in Greater Manchester that are valued by customers.
- Increase efficiency and collaboration in the delivery of archive services across Greater Manchester.
- Demonstrate the quality of archives services in Greater Manchester to supporters, donors and grant-making bodies.
- Increase interaction with parent bodies and the joint authority.
- Improve quality of physical storage and deliver value for money.

**Scope**

- Update existing joint policies and procedures.
- Create new policies and procedures where there are currently gaps.
- Share best practice and procedures between services.
- Review the joint fees and charges.
- Investigate the feasibility of new joint fees and charges.
- Create buddying system or learning set for going through the process of Accreditation.
- Work together to reduce duplication of effort when applying for Archive Service Accreditation.
- Advocate the benefits of Archive Service Accreditation to stakeholders.
- Create system for updating joint policies and procedures regularly.
- Work with other authorities in the North West to agree an approach to procure off-site commercial PD 5454 quality storage that can be used by archive services in Greater Manchester.

**Constraints and Risks**

- Staff capacity to complete application form.
- Lack of buy in from some parent authorities – senior managers and members.

**Members**

- Margaret Myerscough (Stockport)
- Karen Cliff (Trafford)
- Caroline Furey (Bolton)
- Helen Lindsay (Bury)
- Marry-Ann Davidson (Tameside)
<table>
<thead>
<tr>
<th>Policy Name</th>
<th>New/Update</th>
<th>Who?</th>
<th>Month to review each year?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collections Development Policy and Strategy</td>
<td>Update and co-ordinate with wider archive sector.</td>
<td>LB/HL</td>
<td>Feb</td>
</tr>
<tr>
<td>De-accessioning and Appraisal Policy</td>
<td>Update.</td>
<td>LB/HL</td>
<td>Mar</td>
</tr>
<tr>
<td>Access Policy and Audience Development Plan</td>
<td>Update Access Policy and create Audience Development Plan section/template.</td>
<td>MM/KG</td>
<td>Apr</td>
</tr>
<tr>
<td>Cataloguing and Accessioning Guidelines</td>
<td>Updated in 2016.</td>
<td>???</td>
<td>Apr</td>
</tr>
<tr>
<td>Digitisation Guidelines</td>
<td>Update/review.</td>
<td>Digital group</td>
<td>May</td>
</tr>
<tr>
<td>Digital performance framework</td>
<td>Update/review.</td>
<td>Digital group</td>
<td>May</td>
</tr>
<tr>
<td>Conservation/Preservation/Security Policy</td>
<td>Create – new (template for services to adapt/use).</td>
<td>CF/Bolton Archives</td>
<td>July</td>
</tr>
<tr>
<td>Preservation / Security Risk Assessment</td>
<td>Template created – each service to complete monthly</td>
<td>Each service</td>
<td>August</td>
</tr>
<tr>
<td>Digital Preservation Policy</td>
<td>Update in 2018</td>
<td>Digital preservation group</td>
<td>-</td>
</tr>
<tr>
<td>Fees and Charges</td>
<td>Update by September 2017.</td>
<td>RI</td>
<td>September (bi-annually)</td>
</tr>
<tr>
<td>Advocacy / Communications Toolkit</td>
<td>Created in 2017</td>
<td>LB</td>
<td>October</td>
</tr>
<tr>
<td>Volunteer Framework</td>
<td>Create in 2017-2018, and then review annually</td>
<td>Volunteer Group</td>
<td>June</td>
</tr>
<tr>
<td>Disaster / Emergency Reaction Plans</td>
<td>Individual services</td>
<td>Each service</td>
<td>January</td>
</tr>
<tr>
<td>Training Plan - is it staff or volunteers</td>
<td>Incorporate into Service Development Plan.</td>
<td>Volunteers / Accreditation</td>
<td>January</td>
</tr>
<tr>
<td>Records retention guidelines</td>
<td>Update in 2017-2018</td>
<td>Digital preservation group.</td>
<td>-</td>
</tr>
</tbody>
</table>
### Name of Project/Workstream
- 5. Events and Advocacy

### Project Lead
- Philip Cooke / Larysa Bolton

### Date
- June 2017

### Background
GM Archive Services should be involved with large scale events, anniversaries and commemorations. GMALSP should co-ordinate joint activities and initiatives and increase signposting between each other’s activities.

### Objectives
- Ensuring that commemorations, from the archives services, are good quality and co-ordinated across Greater Manchester
- Help show the Power of Archives to customers, communities and stakeholders.

### Scope
- To have an overview of archives commemorations across Greater Manchester
- To work with other sectors such as museums, libraries, Universities and arts organisations

### Constraints / Risks
- Staff capacity
- Less buy-in from Authorities with less direct connections to commemorations

### Members
- Larysa Bolton (Manchester)
- Philip Cooke (Manchester)
- Julie Lamara (Bolton)
- Sarah Hobbs (Manchester)

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### Name of Project/Workstream
- 5a Women’s Suffrage 100 Year commemorations

### Project Lead
- Sarah Hobbs

### Date
- June 2017

### Background
Womens Suffrage was achieved through the [Representation of the People Act 1918](https://en.wikipedia.org/wiki/Representation_of_the_People_Act_1918). The 100 year anniversary will be celebrated in 2018.

### Objectives
- Ensuring that celebrations, from the archives services, are good quality and co-ordinated across Greater Manchester
- Educational resources, exhibitions, displays and digital
- To show stakeholders the power of archives

**Scope**

- To have an overview of archives commemorations across Greater Manchester
- To work with other sectors such as museums, libraries, Universities and arts organisations

**Constraints / Risks**

- Staff capacity

**Members**

- Sarah Hobbs (Manchester)
- Julie Lamara (Bolton)
- Margaret Myerscough (Stockport)
- Roger Ivens (Oldham)
- Janet Byrne (Rochdale)

<table>
<thead>
<tr>
<th>Name of Project/Workstream</th>
<th>5b. Commemorations of the end of World War One</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Lead</strong></td>
<td>Julie Lamara</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>June 2017</td>
</tr>
</tbody>
</table>

**Background**

World War One ended on 1918. 2018 will bring the commemorations relating to World War One to an end, and specifically commemorate the end of World War One.

**Objectives**

- Ensuring that celebrations, from the archives services, are good quality and co-ordinated across Greater Manchester
- Educational resources, exhibitions, displays and digital
- To show stakeholders the power of archives

**Scope**

- To have an overview of archives commemorations across Greater Manchester
- To work with other sectors such as museums, libraries, Universities and arts organisations

**Constraints / Risks**

- Staff capacity
<table>
<thead>
<tr>
<th>Name of Project/Workstream</th>
<th>Sc. Peterloo Commemorations – 200 year anniversary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Lead</td>
<td>Philip Cooke</td>
</tr>
<tr>
<td>Date</td>
<td>June 2017</td>
</tr>
</tbody>
</table>

**Background**

The Peterloo Massacre occurred at St Peter’s Field, Manchester, England, on 16 August 1819. Commemorations of the 200 year anniversary will be held throughout 2019. The massacre affect people from across Greater Manchester and beyond.

**Objectives**

- Feed appropriately into the commemorations – being co-ordinated by Manchester Histories, ensuring libraries and archives are used as venues and resources
- Ensuring that commemorations, from the archives services, are good quality and co-ordinated across Greater Manchester

**Scope**

- To have an overview of archives commemorations across Greater Manchester
- To work with other sectors such as museums, libraries, Universities and arts organisations

**Constraints / Risks**

- Staff capacity
- Less buy-in from Authorities with less direct connections to Peterloo

**Members**

- Larysa Bolton (Manchester)
- Philip Cooke (Manchester)
- Margaret Myerscough (Stockport)
- *Vacant (Tameside)*

- Membership of this workstream may be extended to colleagues in Greater Manchester Libraries, Greater Manchester Arts and Greater Manchester Museums Group.
### 11. Partnership Action Plan 2017-2020

<table>
<thead>
<tr>
<th>Workstream</th>
<th>Action</th>
<th>When</th>
<th>Who</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Digital Access</strong></td>
<td>Continuous management of commercial supplier contract and digitisation of family history collections. Manage Find My Past digitisation project.</td>
<td>2017-2020</td>
<td>All</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Define system requirements for a replacement for GM Lives.</td>
<td>Jan 2018</td>
<td>Philip Cooke / Larysa Bolton</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Procure new system (in conjunction with Manchester City Council IT and procurement)</td>
<td>Jan-Dec 2018</td>
<td>Philip Cooke / Larysa Bolton</td>
<td>Underway</td>
</tr>
<tr>
<td></td>
<td>Go live with new system</td>
<td>Jun 2019</td>
<td>Philip Cooke / Larysa Bolton</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Revive system for collecting and managing performance data on the use of digital services/resources.</td>
<td>Oct 2019</td>
<td>Hannah Turner</td>
<td></td>
</tr>
<tr>
<td><strong>2. Digital Preservation and Records Management</strong></td>
<td>Apply to TNA Opening Up Archives Bridging the Digital Gap to develop this workstream. <em>The bid was unsuccessful, so we have reverted to the plan below.</em></td>
<td>May 2017</td>
<td>Philip Cooke</td>
<td>Complete - unsuccessful</td>
</tr>
<tr>
<td></td>
<td>Digital Preservation training / awareness / best practice from East Midlands Archives Group</td>
<td>Sep 2018</td>
<td>Larysa Bolton</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create application to TNA Sector Sustainability Fund for digital preservation feasibility study. Bring in a consultant, paid by GMCRO, to scope out a pilot project.</td>
<td>April 2019</td>
<td>Philip Cooke / Larysa Bolton / Alex Miller</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Delivery of funded project</td>
<td>Summer 2019-2020</td>
<td>Cheshire / Alex Miller</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Apply to TNA Opening Up Archives Bridging the Digital Gap Cohort 2</td>
<td>When available 2018-19</td>
<td>Philip Cooke</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update digital preservation policies and procedures.</td>
<td>2019-20</td>
<td>Alex / Externally</td>
<td></td>
</tr>
<tr>
<td>Project Description</td>
<td>Timeline</td>
<td>Responsible Officer</td>
<td>Status</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>------------------------------</td>
<td>-------------------------</td>
<td></td>
</tr>
<tr>
<td>Attend Greater Manchester Information Governance meeting to explore collaboration opportunities.</td>
<td>Autumn 2018</td>
<td>Alex Miller</td>
<td>funded</td>
<td></td>
</tr>
<tr>
<td>3. Volunteers Submit Archives Hack bid</td>
<td>May 2017</td>
<td>Philip Cooke</td>
<td>Completed - unsuccessful</td>
<td></td>
</tr>
<tr>
<td>Share good practice in GM and learn from wider sector. Organise visits. e.g. West Yorkshire community archives.</td>
<td>2017-2018</td>
<td>Wigan at TNA Volunteers event / Jo and Becky TNA Volunteer cataloguing guidance</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Create more prominent and easier to use blog for volunteers to write about their work – also short video/podcasts (see Digital Access stream). Merge GM1914 and Made in GM blogs. Creation of GM Stories Apr 2017-Sep 2017</td>
<td>Summer 2018</td>
<td>Opening Up Archives Trainee (Jane Williams)</td>
<td>Larysa Bolton</td>
<td></td>
</tr>
<tr>
<td>Commission consultant to create volunteer toolkit / framework and creating training programme, using Made in GM funding</td>
<td>Sep 2017</td>
<td>Jo Robson</td>
<td>Complete and circulated to all authorities to implement</td>
<td></td>
</tr>
<tr>
<td>Review documentation on volunteers and develop a framework / toolkit for GMALSP. Share on Knowledge Hub.</td>
<td>Jun 2017-Apr 2018, then review annually</td>
<td>Consultant with brief and guidance by JR and Becky</td>
<td>Complete and circulated to all authorities to implement</td>
<td></td>
</tr>
<tr>
<td>Create sustainable annual training programme for volunteers-building on the success of Made in Greater Manchester.</td>
<td>Dec 2017</td>
<td>Consultant with brief and guidance by JR and Becky</td>
<td>Complete and circulated to all authorities to implement</td>
<td></td>
</tr>
<tr>
<td>Implement the volunteer training plan 2017-20</td>
<td>2017-20</td>
<td>All in each authority</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capture stories and case studies for use in evaluation, advocacy and future funding bids. Use volunteer questionnaire once per year and collate feedback.</td>
<td>Sep 2018 then every 6 months</td>
<td>Janet Byrne or Margaret Myerscough</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold the 2017 Archives Volunteer Award 2017-2020</td>
<td></td>
<td>Opening Up Archives Trainee – Jane Williams and JR (2017)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch a joint annual GMALSP /</td>
<td>June 2019</td>
<td>Archives reps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GM Libraries volunteer awards</td>
<td>GM Libraries Shared resources group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Accreditation and Raising Standards</th>
<th>Undertake gaps analysis for policies/procedures.</th>
<th>Apr 2017</th>
<th>Accreditation Group</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update existing joint policies and review/update each year (See above for details and schedule). For 2017 policies to be reviewed and updated by January 2018.</td>
<td>2017-2020</td>
<td>Accreditation Group/Various</td>
<td>Underway</td>
<td></td>
</tr>
<tr>
<td>Create new policies where there are gaps and review each year (See above for details and schedule). For 2017, new policies to be created by September.</td>
<td>2017-2020</td>
<td>Accreditation Group/Various</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Identify parts of the Accreditation Service form where joint paragraphs/statements could be created.</td>
<td>May 2017</td>
<td>Accreditation Group</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Create joint paragraphs/statements.</td>
<td>June-Dec 2017</td>
<td>Accreditation Group</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Each authority (that is going to) submit Accreditation and Re-accreditation</td>
<td>Mar 2018</td>
<td>Each authority</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Review Fees and income; update and simplify fees in line with inflation and report back on income raised across services.</td>
<td>By Sep 2018, Sep 2020</td>
<td>Roger Ivens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storage – liaise with Cheshire Archives and procurement on an approach to procurement.</td>
<td>May 2017</td>
<td>Philip Cooke</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Storage – create brief for procurement. This will ultimately be a framework contract for others to join.</td>
<td>July 2018</td>
<td>Philip Cooke</td>
<td>Draft sent to GM authorities</td>
<td></td>
</tr>
<tr>
<td>New Contract to start, and be available for other authorities to</td>
<td>Feb 2019-2020</td>
<td>All</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Events / Commemorations / Advocacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-----------------</td>
<td>------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collect blogs relating to women’s suffrage stories across GM</td>
<td></td>
<td>Larysa Bolton</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning / Scoping session for 100 years celebration of the end of World War 1</td>
<td>July 2018</td>
<td>Julie Lamara</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendance by Barney Francis (Manchester Histories) at GMALSP practitioners meeting</td>
<td>Sept 2017</td>
<td>Larysa Bolton</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Represent Archives on Manchester Histories’ Peterloo Steering Group</td>
<td>Oct 2017</td>
<td>Philip Cooke</td>
<td>Awaiting HLF phase 2 funding</td>
<td></td>
</tr>
<tr>
<td>Peterloo sessions held at libraries across GM as a taster for Peterloo Commemorations</td>
<td>Feb 2018</td>
<td>Philip Cooke</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Develop appropriate educational resources and act as a venue for activities and events for Peterloo Commemorations</td>
<td>2019</td>
<td>GMALSP</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Review

This Development Plan and the action plan should be reviewed and if necessary updated annually in March 2018 and March 2019.
Greater Manchester Disaster Relief Fund

Annual Impact Report
2017 - 2018

Prepared for
AGMA Statutory Functions Committee
About Forever Manchester

Forever Manchester is a charity that funds and supports community activity across Greater Manchester. We are a Community Foundation. We strengthen communities and enrich local life by inspiring local people to do extraordinary things together.

In every neighbourhood across Greater Manchester thousands of people are actively involved in community activities or projects. There are over 20,000 community projects of varying sizes and interest that help support and positively interact with many of the 2.6 million population of Greater Manchester.

Individuals benefit greatly from being involved in community activity. It helps to improve mental and physical well-being, reduces social isolation, develops confidence to try something new and raises aspirations and employability as well as providing an opportunity to meet others.

Often run on a voluntary basis, these projects require financial and non-financial support to help them deliver activities for the benefit of the wider community.

Thanks to the generous contributions from individuals and local businesses we have developed our own funding programmes to complement the national and regional funding programmes that we have the responsibility to manage and deliver.

We’ve stripped away the bureaucracy normally associated with funding applications; we’ve changed our application forms, we ask different questions, and we’ve developed tools to ensure local people can realise their unlimited potential.

We talk to residents and community groups about their ideas and interests, and connect them with others of similar mind to bring those ideas to life to benefit others in the community.

We invest in modern day philanthropists, local people giving up their time and energy and using their skills, talents and assets to make our communities better places to live, work and love. Whether it’s neo-natal knitters in Northenden, the lads on the allotment in Levenshulme or the cycling senior citizens from Chadderton - they are our home-made heroes.

Our approach adopts a different way of thinking about how to work for change – starting from a place of possibilities, strengths and capacities, as opposed to problems and deficiencies. A strength based approach helps residents and organisations to manage change by mobilising their existing and potential capabilities, resources and assets.
The Greater Manchester Disaster Relief Fund

The Greater Manchester Disaster Relief Fund (GMDRF), formerly known as the Greater Manchester Disaster Relief Trust, was transferred in its entirety for management and delivery to Forever Manchester, in April 2009. The total amount transferred was £475,646.38.

As part of the an Endowment Match Challenge, a one off payment of £100,000 was made from GMDRF to Community Foundations endowment fund and matched pound for pound by the Government’s Grassroots Grants Endowment Challenge. The return on this investment of £200,000 is transferred in to the fund each year to create a sustainable funding stream.

The remaining £375,646 was kept for grant-making, with the aim of keeping £200,000 in flow-through funds for emergency grant-making. Investment income from the endowed sum is added to the flow-through account.

As with all disaster funds, the facility for the public to donate to the fund either in general or in response to specific events was established, so that the potential for future growth of the fund is encouraged.

Financial Review of Investment

Forever Manchester’s investment managers are appointed for periods of three years, although any appointment can be reviewed sooner – and the appointment terminated - if the Board endorses any such recommendation from the Investment Committee.

The Investment Committee, under delegation from the Board, is responsible for overseeing the performance of the investment(s), the investment managers and all other aspects of investment policy.

<table>
<thead>
<tr>
<th>Date</th>
<th>Endowment Market value</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.03.2018</td>
<td>£222,353</td>
</tr>
<tr>
<td>31.03.2017</td>
<td>£229,752</td>
</tr>
</tbody>
</table>

The endowment had performed well until recent market fluctuations, which have resulted in a slight drop in value.
Fund Information

- Balance of distribution funds in the Bank Account at 31st March 2018 was £196,988 (31st March 2017 £189,582).

Dividends from the endowment have increased the amount available in the distribution account and it is now almost back to the desired level of £200,000, following a drop due to significant awards made in response the floods in 2015-16 and 2016-17.

Awards Made 2017-18

No awards were made through the GMDRF in the 2017-18 financial year.
Appendix 1

Greater Manchester Disaster Relief Fund Guidelines

Greater Manchester Disaster Relief Fund

Forever Manchester, The Community Foundation for Greater Manchester, (charity registration number 1017504) manages the Greater Manchester Disaster Relief Fund, which was previously administrated by the Association for Greater Manchester Authorities (AGMA).

The Fund was established as the Greater Manchester County Disaster Relief Trust in 1979 in response to the Manchester Woolworth’s fire tragedy. Its aim was to provide financial support to victims of this fire and other large scale disasters who were experiencing distress, sickness or other disability as a result of a tragedy. Since then, the Fund has provided financial support to those affected by a number of major incidents across Greater Manchester.

Purpose of the Fund

To give monetary support for the relief of immediate financial need, as a result of a disaster/emergency involving loss of life or injury to multiple people or property within Greater Manchester.

To be eligible, an incident must be recommended as appropriate to apply for financial support from the fund by one of the following recognised individuals:

- Chair of GM Resilience Forum
- GMP Force Duty Officer
- Head of AGMA CCRU

Indicators of Eligibility

To be recommended as eligible to apply to the Fund, it is expected that an incident would have triggered one of the following:

- A Civil Contingencies Act declared emergency:
  (a) an event or situation which threatens serious damage to human welfare in a place in the United Kingdom,
  (b) an event or situation which threatens serious damage to the environment of a place in the United Kingdom, or
  (c) war, or terrorism, which threatens serious damage to the security of the United Kingdom.
• A multi-agency emergency declared by Greater Manchester Police, Greater Manchester Fire and Rescue Service, North West Ambulance Service or one of the Greater Manchester local authorities. A multi-agency Strategic Coordinating Group or a multi-agency Tactical Coordinating Group formed with a Gold Strategy agreed.

What CANNOT be supported?

• An incident which does not trigger any of the above, and/or which is not recommended as appropriate by one or more of the recognised individuals.

• An incident where the majority of those affected reside outside of the ten boroughs comprising Greater Manchester.

Who can Apply

Once an incident has been recognised as eligible, Forever Manchester would invite applications to be submitted by the Local Authority where the incident occurred. If an incident affects multiple Local Authorities, all affected Local Authorities can apply but they must liaise with other applicant Authorities to ensure there is no duplication. The Fund can only support applications for incidents which occur within, or have significant impact upon, one of the ten boroughs of Greater Manchester.

The use of the Fund is for cases where there is no possibility of gaining financial assistance from elsewhere. The application needs to demonstrate that this is the case.

How much can you apply for?

There is no upper limit on amounts that can be applied for, however the Fund will only support costs relating to immediate and/or short-term needs caused by the disaster, which cannot be funded through any other source. The applicant authority will need to clearly outline how they meet these criteria within their application.
Appendix 2

GMDRF Process

- When an incident occurs which has the potential to need support from the fund, the Greater Manchester Civil Contingencies and Resilience Unit will contact us, or if Forever Manchester becomes aware of an incident which we believe may trigger a need for the Fund, we contact the CCRU directly.

- Dependent upon the obvious scale of the incident, Forever Manchester may wish to open an appeal.

- As per the guidelines (attached) the CCRU or one of the other agreed posts (see fund guidelines) must confirm in writing that the incident is suitable to be considered for support from the fund before any application can be assessed and submitted to panel.

- An application is submitted by an affected local authority to Forever Manchester via the CCRU Unit, assessed, processed and emailed out to panel members as soon as possible. This includes official confirmation of the eligibility of the relevant incident, as per the GMDRF guidelines.

- Any panel member who may have a conflict of interest regarding an application should advise Forever Manchester accordingly.

- Panel members will be advised of available funds and asked to consider the request in light of the outlined impact and need, as well as financial resources available.

- Panel members read the information provided and make a recommendation to Forever Manchester by email. A recommendation should be made to either support or not support the application and to advise of any amendments to the amount requested, if it is felt that the request is too much/too little, or would use up too much of the available funding in the context of other need. An email discussion may occur between the panel members. Panel members may also advise Forever Manchester if they feel any conditions should be attached to awards made. We ask for a response from panel members as soon as possible or within 48 hours.

- Once a majority decision is reached (or 4 responses with a majority decision), a ratification recommendation is prepared and sent to the Forever Manchester Board of Trustees for ratification.

- As soon as a recommendation has been ratified Forever Manchester will inform the applicant and arrange payment.

- Applicants are required to report back to Forever Manchester regarding spend and impact relating to the award made.